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ABSTRACT

A Fall 1981 Systems and Procedures Exchange Center (SPEC) survey of Association of Research Libraries (ARL) members found that of 80 respondents, 60 libraries reported 123 specialty positions involving a wide range of activities. The initial document in this kit on specialty positions in ARL libraries provides findings and statistics related to the 123 specialty positions reported in the survey. The kit comprises position descriptions in the following categories and institutions: (1) administrative and general management at Case Western Reserve University, Emory University, University of Illinois-Urbana-Champaign, Massachusetts Institute of Technology (2 positions), Temple University, and Smithsonian Institution (2 positions); (2) automation positions at Dartmouth College, University of Missouri-Columbia, Northwestern University, Pennsylvania State University, and Virginia Polytechnic Institute and State University; (3) budgeting, fiscal, and business manager positions at Brigham Young University, University of California-Riverside, University of Hawaii, University of Houston, New York University, University of Rochester, and University of Western Ontario; (4) development positions at Case Western Reserve University and Emory University; (5) personnel officer positions at Brown University, University of Hawaii-Manoa, University of Houston, University of Notre Dame, Pennsylvania State University, Princeton University, Temple University, and University of Western Ontario; (6) planning and research positions at University of Colorado, Colorado State University, and University of Western Ontario; (7) systems analysis positions at Brigham Young University, University of California-San Diego, Duke University, New York University, University of Notre Dame, University of Pittsburgh, University of Tennessee-Knoxville, York University, and National Library of Canada (3 positions); and (8) other positions including special activities librarian at the Smithsonian Institute, specialist classification at New York Public Library, editorial officer at Harvard University, and head of the Wilson Recordings Collection at University of British Columbia. The kit also includes selected tables which include salary statistics for functional specialists in 1982. The concise summary that introduces the kit discusses factors contributing to libraries' needs for specialists, the role of specialists, and managing the specialist. (THC)

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January 1982

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Specialty Positions in ARL Libraries

Kit 80

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Jan. 1982 #80

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SPECIALTY POSITIONS IN ARL LIBRARIES

Technical and managerial specialists have been on academic and research library staffs for some time. In the past, most have been responsible for personnel work, budgeting, and automated systems, but recent years have seen the inclusion of areas such as fund raising, preservation, public relations, staff development, and library research. In September 1975, SPEC Flyer/Kit #20 reported on responses from 64 Association of Research Library members. At that time, 72% reported personnel librarian positions, while systems analysts, budget, or planning officers were reported in slightly more than half of the libraries. A SPEC survey of Association members in the Fall of 1981 found that of 80 respondents, 60 libraries reported 123 specialty positions involving a wide range of activities.

Several factors appear to have contributed to libraries' needs for specialists (sometimes referred to as functional specialists or specialty positions). An enhanced awareness of the value of formal and sensitive personnel policies and practices has continued the use of trained personnel officers, although the number reported has dropped somewhat. Economic constraints and an emphasis on accountability have led to needs for stronger budgeting and planning capabilities, reflected in 26 reported budgeting, fiscal, planning, or business manager positions. Fund-raising, development, and public relations have become important ingredients of research libraries' overall funding strategies, and although only five development officers were reported, that function is often listed as a duty of other specialists. And the rapid development of automated systems and their integration into many areas of library work have required increased knowledge of computers, and systems analysis and design. Some 46 automation or systems analyst positions were reported. Overall, libraries have become more complex organizations, requiring a different and expanded set of staff skills and backgrounds from what was once commonly perceived as required.

Libraries' abilities to fill needs for specialized competencies depend in large part on available resources and the complexity of the organization. A recurring problem is the lack of formal training in most specialty areas within traditional library school education. This has led many libraries to rely on on-the-job training, or to provide support for training programs. Other insitutions fill specialist positions with nonlibrarians with education and/or experience in the specialty. In many instances, libraries hire technical consultants on an as-needed basis, and some libraries use specialists from other university departments. This latter case seems particularly true in the areas of personnel work and automation. The most recent survey does indicate, however, some movement toward greater self-reliance on the part of libraries since 1975.

ROLE OF SPECIALISTS. Responses to the survey indicate that most specialists are in either staff positions (58%), or in a combination of staff and line (32%). Personnel and budget officers are most frequently in staff positions, supporting the administration. At the same time, some personnel librarians provide support to the entire organization in the form of recruitment, interviewing, counseling, and conflict negotiation. Specialists in

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areas such as preservation and automation are more frequently in line positions with managerial and supervisory responsibity for operating units, but again frequently provide technical assistance to the entire library. The status of specialists is usually the same as the rest of the library staff. Only in a few instances have specialists been excluded from library faculty ranks because of their lack of the professional degree.

MANAGING THE SPECIALIST. The need for skills not normally associated with library education and training presents a set of unique managerial problems. The recruitment process frequently demands that librarians select specialists for employment in areas in which they may have limited understanding or expertise. And while some libraries draw on outside experts from the university community to aid in the selection, there remain the problems of defining the specialists' roles and assessing their performance. This includes not only determining what the individual is to accomplish, but also determining rank and/or title. Again, there are position and personal variables which, for example, have led some libraries to appoint managerial specialists as "Assistant to the Director" while others have appointed them as "Assistant Director". Recent ARL salary statistics indicate that specialists' average salaries are lower than those of subject specialists, branch librarians and department heads, but in the upper range of salaries of general staff.

Particularly in highly technical areas such as computer applications, librarians may have difficulty assessing specialists' specific judgements and overall performance. The tendency to view a specialist's opinion as expert because of his or her mastery of a particularly technical area can lead to decisions uninformed by a broader understanding of the situation. Again, experts from the university community or consultants have been used by libraries to help review critical decisions.

More discussion of managing specialty positions can be found in ARL Management Supplement V4, n1, (1976), where Keith M. Cottam explores the ways specialists are used, needs and constraints of these positions, implications for the MLS degree, and implications for recruitment, promotion, and development of specialists.

ANALYSIS OF 1981 SPEC SURVEY ON SPECIALTY POSITIONS IN ARL LIBRARIES

The initial document in the accompanying kit provides more complete findings and statistics related to the 123 specialty positions reported in the Fall 1981 SPEC survey. Issues and trends as reflected by survey results can only be generalized in broad terms because of the diversity of activities and purposes of specialty positions. New types of positions are being created, and existing ones are continuing to change, with a new library director joining a staff having a major influence on these changes.

Some 56% of the reported incumbents hold MLS degrees, 22% have bachelor degrees as their highest degree, and 18% hold masters degrees in fields other than library science. At the same time, two-thirds of the positions do not require the MLS degree. The differences in education, experience, and possibly philosophical approach to library service that this implies will need to be recognized and addressed by library administrators, library staff, and incumbents. The issues of expectations, acceptance, credibility, and place in the organizational structure for specialists also are continuing to be addressed. Many specialist positions are becoming more active participants in library administrative teams with regard to decision making and long-range planning. One third of all positions are now characterized as being decision making in nature, rather than advisory and support.

SPEC Kit 80 includes 49 documents (133 pages) of survey results, position descriptions, and planning documents. SPEC Kits are available by subscription from the Systems and Procedures Exchange Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036. Individual kits may be purchased — prepaid only — for $15.00 (U.S.) with a check made payable to "ARL Office of Management Studies". Library members of ARL receive kits for $7.50.

This flyer/kit was prepared collaboratively by the OMS staff
and by Darrell L. Jenkins, Administrative Services Librarian,
Southern Illinois University at Carbondale,
as part of the OMS Collaborative Research/Writing Program.

USES OF SPEC KITS

The Systems and Procedures Exchange Center (SPEC) is a clearinghouse operated by the Association of Research Libraries, Office of Management Studies that provides a central source of timely information and materials on the management and operations of large academic and research libraries. It facilitates the exchange of knowledge and documents through SPEC Kits, which are distributed ten times each year to ARL members and other interested libraries. The Kits include topically-arranged groupings of unedited primary source documents – selected for their value to administrators and decision-makers – that illustrate a wide range of alternative approaches to specific issues.

Kit documents come from general membership surveys and from selected libraries contacted directly by SPEC, and most Kits are produced within six months of surveys. The documents' value comes from their variety of ideas, methods and solutions. They are not viewed as finished products, but rather as points of departure for a library's planning efforts and as stimulants to innovative approaches to problem-solving. As such, Kits do not present answers or prescriptions for any one library; instead they illustrate how selected ARL members are planning for or dealing with particular issues. The worth of any one Kit to a particular library will depend upon the specific topic covered and the library's stage of development in that area.

Materials are selected according to the following criteria:

- Presents an approach of potential value to administrators and decision-makers
- Timely, and dealing directly with the topic under consideration
- Probability of application of ideas or thinking to other library situations
- Illustrative of actual practice, rather than theoretical
- Understandable, readable communication

All together, the materials should provide a range of alternative approaches that complement each other, provide variety, and stimulate comparison and contrast.

Libraries can take advantage of the Kit compilations in a number of ways. Administrators can evaluate the assumptions, methods, and results of other libraries' approaches; compare and contrast them; and use the learnings in their own situations. Library staff members can use the kits as professional development and current awareness tools. Committees and task forces can use them to begin a review of current practices. And the Kits can identify other persons or places to contact for further information. Back-up files in the SPEC office also are available for loan to member libraries. In addition, SPEC will conduct on-demand surveys or analyses geared specifically for a single library.

EVALUATION

Kit Title/Number ______________________________

1. Which uses did the library make of this Kit?

2. Please indicate how useful the Kit was for these purposes.

☐ Very Useful ☐ Quite Useful ☐ Somewhat Useful ☐ Not Useful

3. Do you have suggestions for this Kit or for future Kits?

(optional) NAME ______________________________

LIBRARY ______________________________

PHONE ______________________________

Please return this form to the SPEC Center, OMS/ARL 1527 New Hampshire Ave., N.W., Washington, DC 20036.

1/82

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SPECIALTY POSITIONS IN ARL LIBRARIES
KIT #80
JANUARY 1982

TABLE OF CONTENTS

PAGE

Specialty Positions in ARL Libraries: Analysis of SPEC Survey Results. Darrell L. Jenkins, Southern Illinois University at Carbondale. i

ADMINISTRATIVE AND GENERAL MANAGEMENT POSITIONS

Position Description for Assistant Director for Administration. Case Western Reserve University. 1

Position Description for Assistant to the Director of Libraries. Emory University. 4

Academic Professional Position Description Survey: Director of Administrative Services. University of Illinois at Urbana-Champaign. 5

Classification Description: Assistant Director for Administrative and Personnel Services. Massachusetts Institute of Technology. 7

Administrative Officer. Massachusetts Institute of Technology. 8

Administrative Services. Temple University 11

Administrative Librarian GS-1410-13. Smithsonian Institution. 14

Administrative Officer GS-341-13. Smithsonina Institution. 16

AUTOMATION POSITIONS

Director of Library Automation. Dartmouth College. 20

Job Description: Head, Data Base Services. Librarian III. University of Missouri/Columbia. 21

Senior Library Programmer. Northwestern University. 23

Position Description: Director, Library Computer Services Center. Pennsylvania State University. 24

Work Description: Computer Systems Analyst. Virginia Technical Institute and State University. 26

PAGE

BUDGETING, FISCAL, AND BUSINESS MANAGER POSITIONS

Assistant Director for Budget and Administrative Service. Brigham Young University. 29

Job Description: Library-Budget & Personnel. University of California at Riverside. 31

Job Description: Budget and Personnel Office/Head, Administrative Services Department. University of Hawaii. 36

Job Description: Budget Officer. University of Houston. 38-39*

Position Duties: Director of Fiscal Affairs. New York University. 40

Assistant Director of Libraries for Budget and Development. University of Rochester. 43

Position Description: Accountant. University of Western Ontario. 44

DEVELOPMENT POSITIONS

Position Description: Director of Development for the School of Library Science and the University Libraries. Case Western Reserve University. 53

Position Description: Librarian, Library Development Programs. Emory University. 56

PERSONNEL OFFICER POSITIONS

Professional Position: Personnel Assistant (Library). Brown University. 57

Assistant to the University Librarian, Personnel, Planning & Programs. University of Hawaii, Manoa. 58

Job Description: Personnel Coordinator. University of Houston. 60

Personnel Officer, University Libraries. University of Notre Dame. 62

Position Description: Personnel Coordinator-Libraries. Pennsylvania State University. 64

Job Description: Personnel Librarian. Princeton University. 67

Personnel and Staff Development. Temple University. 69

Position Description: Library Personnel Officer. University of Western Ontario. 72

PAGE

PLANNING AND RESEARCH POSITIONS

Research and Planning Librarian. University of Colorado 77

Job Description: Assistant Director of Libraries for Research Services. Colorado State University. 78

Position Description: Coordinator of Planning, Administrative Services Division. University of Western Ontario. 79

SYSTEMS ANALYSIS POSITIONS

Position Description: Library Systems Analyst. Brigham Young University. 86

Job Description -- Principal ADP Systems Analyst. University of California, San Diego. 89

Position Description: Systems Analyst, Head, Library Systems. Duke University. 90

Position Duties: Systems Analyst. New York University. 91

Library Systems Analyst. University of Notre Dame. 93-94*

Job Description Form: Library Systems Development Specialist. University of Pittsburgh. 95

Budget Request Form FY 80/81: Objectives and Goals for Systems Department. University of Tennessee/Knoxville. 99

Position Description: Systems Office. York University. 102

Position Analysis Schedule: Assistant Director, User Services. National Library of Canada. 104

Position Analysis Schedule: Director, Library Systems Centre. National Library of Canada. 110

Position Analysis Schedule: Systems Librarian, Cataloguing. National Library of Canada. 117

OTHER POSITIONS

Position Description: Special Activities Librarian. Smithsonian Institution. 123

Specialist Classification Description. New York Public Library. 125

Editorial Officer. Harvard University. 126

Position Description: Head of the Wilson Recordings Collections. University of British Columbia. 127

SELECTED TABLES FROM ARL SALARY STATISTICS RELATED TO FUNCTIONAL SPECIALISTS 129

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*Some pages have been combined to reduce printing costs.

SPECIALTY POSITIONS IN ARL LIBRARIES

January 1982

ANALYSIS OF SPEC SURVEY RESULTS

Darrell L. Jenkins
Administrative Services Librarian
Southern Illinois University
at Carbondale

Throughout the 1970s, academic and research libraries have continued to become more complex and their services more varied. These changes have placed differing types of demands upon library management. To meet these demands, which may be beyond the purview of traditional public or technical services, many academic and research have utilized a number of specialty positions. These have included activities such as administrative and managerial support, automation and data processing, building and facilities management, budgeting, conservation and preservation, development, editing and writing, fund raising, personnel, planning, public relations, research, special projects and services, staff development, and systems analysis.

Eighty ARL libraries responded to a survey of specialty positions, of which 60 libraries described some 123 positions, which have been grouped into the following categories. Libraries may structure positions differently to meet specific needs, but the analysis in these categories and corresponding position descriptions and other relevant material will illustrate the multitude of approaches taken by libraries.

ADMINISTRATIVE AND GENERAL MANAGEMENT POSITIONS These 19 positions are often responsible for a wide range of duties which may include budgeting, building and facilities management, library-wide planning, public relations, personnel, reports, special projects, staff development, statistics, and systems analysis. Some libraries may use this type of position in lieu of some of the others described below. In most cases, general administrative support to the library director is provided. For this reason, all but 3 of the positions report to the director. Position titles differ widely and include administrative officer, assistant to the director, facilities planning officer, and head of administrative services. 43% of the positions can be characterized as "staff," not "line" in responsibility. The M.L.S. degree is required in only 23% of the positions, however, half of those reporting educational attainment hold the degree.

AUTOMATION POSITIONS Fifteen specialty positions involve automation or data processing activities, which relate primarily to day-to-day computer maintenance rather than systems analysis and design. Library programmer, automation librarian,and data processing librarian are common titles, with half the positions reporting to an assistant library director. Mathematics, computer science or electrical engineering degrees are held by 69% of the incumbents, while less than 31% have earned M.L.S. degrees. An automation position has existed an average of 5.5 years in the responding libraries, but almost one-third of those libraries have included such a position for 10 or more years. Major changes in duties and responsibilities within the last 3 years involve maintenance of present automated systems, not development of new systems, and the influx of minicomputer applications.

BUDGETING, FISCAL AND BUSINESS MANAGER POSITIONS These 21 positions range in title from library budget officer to assistant director for budget and administrative services to director of fiscal affairs with 16 of the 20 positions reporting to the library director. One of the positions is characterized as having "line" responsibility, 10 positions are "staff" in nature, and the remaining 9 positions represent some combination of line and staff. An average of 6 support staff is supervised by each incumbent with the range being a low of no employees supervised to a high of 30. Fourteen of the 20 incumbents hold bachelors or masters degrees in business-related areas, 4 individuals hold M.L.S. degrees. Major changes in duties and responsibilities have taken place in the last three years in approximately half of the positions, some of which being more involvement in decision making. consolidation of budget-related responsibilities, such as combining all revenue producing activities under the supervision of this individual. In one instance acquisitions accounting was transferred to this position.

DEVELOPMENT POSITIONS Five positions include development, fund raising, and public relations as major responsibilities, with titles such as assistant university librarian for development, development officer, and director of development; however, many of the positions included in this study mention development as part of their duties. All 5 positions report to the library director with supervision at a minimum as 4 of the 5 positions supervise 0.5 FTE or no employees. The M.L.S. degree is required in only 2 cases, though such education is deemed desirable. However, 4 of the 5 incumbents hold M.L.S. degrees. No consistency exists relating to length of time libraries have used these positions; these values are 1,2,6,7, and 15 years, respectively.

PERSONNEL OFFICER POSITIONS Flyer/Kit No. 45, entitled The Changing Role of ARL Library Personnel Officers (June 1978), examines this specialty position in more detail. Twenty-one positions are reported in this survey. Over three-fourths of the incumbents hold M.L.S. degrees even though slightly more than half of these libraries require the M.L.S. of personnel officers. Several libraries would substitute degrees in personnel administration for the M.L.S. should the positions become vacant; however, the M.L.S. is preferred by some libraries to assist the individuals in maintaining credibility with the library staff. Personnel officers supervise 2 or few employees in 71% of the positions reported. These positions have been utilized in these libraries for an average of 10 years, the longest period being 22 years. Even with this stability, major changes to the positions' duties and responsibilities have occurred in the last three years in over half of the positions, with more decision making, union interaction, and more staff development coordination emphasized.

PLANNING AND RESEARCH POSITIONS Library-wide planning, research coordination, and evaluation were identified as major responsibilities in 5 positions which carry titles such as assistant director for research services, coordinator for planning, and research and planning librarian; all of whom report to the library director. Supervision of staff is limited in these positions, the most being 5 employees. Because a knowledge of the entire library operation and an appreciation of future needs and directions of academic and research libraries are required, the M.L.S. degree is required in all instances, although the incumbents' undergraduate degrees vary, i.e., fine arts, history, literature. These libraries have used this type of position for 2.3,7,9, and 13 years, respectively. Such positions may have stabalized in their development, since 4 of the 5 libraries report no major changes in the positions' duties and responsibilities during the last 3 years.

SYSTEMS ANALYSIS POSITIONS A variety of titles are used to describe the 31 positions in this category, including assistant director for systems research and analysis, library systems analyst, and systems librarian or coordinator. It is interesting to compare the characteristics of these positions with the automation positions. Slightly more of the systems analysts report to the library director than an assistant director. Mathematics, computer science, operations research or electrical engineering degrees are held by 33% of the incumbents, while 74% have earned M.L.S. degrees; however, less than half of the positions require the M.L.S. Systems analyst positions have existed an average of 8.4 years in the responding libraries. 45% of the positions experienced major changes in duties and responsibilities, which include more planning and management analysis, more supervision of programmers, and more analysis involving minicomputers. With the implementation of turn key systems and national utilities, one respondent experienced a de-emphasis of systems analysis per se.

OTHER POSITIONS A number of other specialty positions are also reported. Positions such as conservator, curator, coordinator for Friends of the Library groups, and coordinator of services for specialized library users (blind, visually impaired, physically handicapped) are studied in more detail in other SPEC flyers and kits and are not considered here. other positions reported here include editorial officer, records management officer, special activities librarian, and format-oriented specialist (artifacts, maps, photographs, prints, sound recordings). Because these positions are so unique, few generalizations can be made. The reporting channels vary widely--director, assistant director, others; few employees are supervised; educational attainment is diverse; very few positions require the M.L.S. degree; and the length of time libraries have used these positions range from less than one year to 16 years.

ISSUES AND TRENDS With the diversity of activities and purposes of specialty positions, issues and trends should only be generalized in broad terms. As the complexity of library operations continues to increase, more of these types of positions will most likely be created and the existing ones will continue to change. While half of all positions have experienced major changes in duties and responsibilities during the last three years, a new library director joining a staff has a major influence on changes in specialty positions. An analysis of all specialty positions reveals 66% of the incumbents report to library directors, 28% report to assistant or associate directors, and 6% report to department or division heads. Over half (58%) of the positions are characterized by the incumbents as being staff in nature, only 10% as being line, and the balance (32%) as being a combination of the two. Some specialty positions may acquire more line responsibilities as positions become more complex.

Each position supervises an average of 4 employees; however the median is 2 and the mode is 0-1 employees. Regarding education, 56% of the reported incumbents hold M.L.S. degrees, 22% have bachelor degrees as their highest degrees, 18% hold masters degrees in fields other than library science (business or public administration being cited most often). Five percent of the incumbents hold doctorates, half of which in library and information science. Two-thirds of all positions do not require the M.L.S. degree. Specialty positions will be filled with fewer individuals with M.L.S. degrees, although some of these incumbents may enroll in library and information science programs. The differences in education, experience, and possibly philosophical approach to library service will need to be recognized and addressed by library administrators, library staff, and incumbents in specialty positions.

ADMINISTRATIVE AND GENERAL MANAGEMENT POSITIONS

ASSISTANT DIRECTOR FOR ADMINISTRATION

CASE WESTERN RESERVE UNIVERSITY
LIBRARIES

POSITION DESCRIPTION

GENERAL:

As chief staff assistant to the Director, is responsible for the following functions:

1. Recruiting, selection and administration of all Category 2 and 3 personnel.
2. Budget preparation/implementation for assigned account codes.
3. Coordination of student assistant, graduate assistant and library trainee programs.
4. Effective liaison with other University departments in matters of personnel, purchasing, insurance, maintenance and construction.
5. Supplies and purchasing.

SPECIFIC:

A. PERSONNEL:

1. Review applications for Category 2 and 3 positions. Screen for qualifications. Interview if applicant has qualifications suitable for one or more positions.
2. Confer with appropriate supervisor to agree on suitable applicant. Discuss employment with applicant. Correlate all hiring actions with University Personnel (UP).
3. Advise and assist supervisors on such matters as:
    - a. Merit increases (maintains merit increase control ledger).
    - b. Evaluation
    - c. Discipline
    - d. Job Analyses
    - e. Procedures Manuals
    - f. Selection for employment
4. Monitors supervisors' personnel actions. Takes corrective action when indicated. Keeps Director advised.

4/8/77

5. Develops and promotes staff developments as assigned by Director. Coordinates with other University departments as necessary.

6. Supervises maintenance of personnel records
    a. Job Analyses and Position Descriptions
    b. Absence records (illness, vacation, holidays)
    c. Address, training, pay, discipline, etc.

7. Coordinates student help
    a. Budgets funds and work hours
    b. Controls funds and hours
    c. Requisitions from Student Employment

8. Coordinates School of Library Science trainees
    a. Budgets funds
    b. Requisitions from School of Library Science
    c. Screens applicants for suitability and assignment to appropriate University Libraries' activity.
    d. Supervises record keeping, etc.

9. Coordinates Graduate Assistant program
    a. Advises appropriate offices
    b. Publicity
    c. Job analyses, classification, pay schedules, records, tuition waivers/certificates, interviews, assistance in selection.

10. Chairs Search Committees as assigned
    a. Assist in drafting Position Descriptions
    b. Collect and screen applications
    c. Coordinate correspondence with applicants and their references.
    d. Establish applicant rating system
    e. Arrange applicant interviews and conduct salary negotiations with selectee.

B. BUDGET AND BUDGET CONTROL:

1. Prepares budgets for accounts 1145 and 1966

2. Prepares student assistant budgets

3. Assists department heads in budget preparation, compiles and delivers to Director for final adjustments.

4. Supervises review and justifying of Expense Statements, ledgering of encumbrances and expenditures, and reporting of account balances to account managers.

5. Monitors expenditures for discretionary items.

6. Advises department heads on budget control, budget limitations etc., suggests alternatives.

C. SUPPLIES AND PURCHASING:

1. Coordinates and controls requisitions for routine supplies

2. Performs cost studies for proposed purchases of new equipment and performs equipment evaluations of proposed purchases to achieve best performance at lowest cost.

3. Solicits bids for major purchases. Coordinates purchases with University Purchasing Department.

4. Supervises mail delivery in Freiberger and Technical Services. Advises Sears Head Librarian on mail procedures.

5. Coordinates re-order levels for inventory control.

6. Coordinate machine and equipment repair.

D. Advise on and coordinate building alterations, equipment installations and maintenance.

E. Conduct effective liaison with following departments of the University:

1. Personnel
2. Purchasing/Stores
3. Printing
4. Bookstore/machine repair
5. Business Office/Communications
6. Student Financial Aid
7. Maintenance
8. Plant Services
9. Insurance
10. Career Planning

F. Conduct special studies, manage special projects and chair various committees as assigned.

G. MISCELLANEOUS:

1. Administer key policy for University Libraries.

2. Prepare statistical reports.

3. Safety coordinator

GENERAL LIBRARIES

EMORY UNIVERSITY, ATLANTA, GEORGIA

POSITION DESCRIPTION

TITLE: ASSISTANT TO THE DIRECTOR OF LIBRARIES

DEPARTMENT: Office of the Director

RESPONSIBLE TO: Director of Libraries

GENERAL FUNCTION

Under general direction assist the Director of Libraries with management functions, with special responsibilities for orientation, training, staff development, affirmative action, human resources management, communications, and report preparation.

SPECIFIC DUTIES

As Library Staff Development Coordinator direct, design, coordinate, conduct and evaluate library employee orientation, training and staff development activities, assist Department heads and other staff with design and development of specific job training activities and materials. Develop travel and staff development budgets and oversee recordkeeping and reporting.	15%
As Library Affirmative Action Officer assist the Director to implement Library and University Affirmative Action-Equal Opportunity policies, and monitor for the Director, General Libraries implementation. Gather information, draft reports and oversee recordkeeping and reporting for affirmative action purposes.	10%
Assist the Director, Associate Director, and other staff with personnel matters.	5%
Design statistical collection procedures and forms; obtain, compile, assess and utilize library statistics for reports, proposals, and in other ways as appropriate; serve as SPEC Liaison to the Association of Research Libraries Systems and Procedures Exchange Center.	10%
Serve as liaison to library committees, coordinating support for committee activities.	10%
Handle problems, inquiries and requests for information in areas of responsibilities as requested by staff at all levels, and counsel individual staff members on staff development and training opportunities.	10%
Conduct special projects as assigned.	30%
Participate in the work of library and university committees	5%
Perform related duties as required.	5%

MINIMUM QUALIFICATIONS

Bachelor's degree in Business Administration or related field and/or appropriate professional experience in public relations, statistical analysis, and human resorces development. Demonstrated ability to effectively work and communicate with people.

8/79
Revised 4/27/81
5/12/81

ACADEMIC PROFESSIONAL POSITION DESCRIPTION SURVEY
University of Illinois at Urbana-Champaign

1. Employee's name: ____________________

2. Employing unit: University Library Phone: ________

3. Official position title: Director of Administrative Services % Time: 100%

4. Name and title of person to whom position reports: University Librarian

5. a. Name and title of unit head (e.g., department head/chairperson, director, or dean):
[Same as in #4]

b. In the space below, draw a simple organizational chart illustrating the chain of command from the unit head down through your positon. Where appropriate, indicate those reporting directly to your position.

University Librarian

Director of Administrative Services

6. After reviewing the attached definitions of "Administrative Academic Professional" and "Teaching and Research Support Academic Professional" subcategories, would you say that your own position is: (Check one only.)

a. X Primarily Administrative Academic Professional
b. ____ Primarily Teaching and/or Research Support Academic Professional
c. ____ Both Administrative and Teaching and/or Research Support Academic Professional. Fill in percentages below:
   (1) ____% Administrative Academic Professional
   (2) ____% Teaching and/or Research Support Academic Professional
d. ____ Other. Please explain: ____________________

7. In one sentence, indicate the primary function of your position: The primary function of the Director of Administrative Services is administration of units which provide general support to the University Library, and responsibility for budget preparation and analysis, for physical facilities, for statistical reporting, and for contract administration.

8. List the major duties and responsibilities of your position (about half a dozen items) and briefly describe each one. Provide information on the nature of the work, its

scope and complexity, what supervision is exercised by others over it, and what responsibility for the work of others in inherent in the position. (Continue on an additional page if necessary.)

1. Supervision of general administrative support units: Library Business Office (including Shipping and Receiving), Photographic Services, and Personnel.
2. Preparation of budget requests to campus for both operating and capital budgets.
3. Preparation of Library's internal budgets for salaries, wages, and expense; and monitoring of expenditures.
4. Preparation of Library materials allocation; review of changes in allocations; and monitoring of expenditures.
5. Responsible for current Library facilities and equipment.
6. Coordination of remodeling and other space-related projects within the Library and liaison with campus on facilities matters.
7. Responsible for risk management within the Library.
8. Administration of Library grants and contracts.
9. Assignment of Library space, including faculty studies.
10. Special projects as assigned by the University Librarian such as: investigation of word processing systems; Collection Analysis Project Task Force on Allocation; coordination of Library exhibits; emergency preparedness planning.

Briefly summarize the specific education and/or experience necessary to perform this job (e.g., degrees and areas of study, certificates, specialized training, and any particular knowledge, abilities, or skills required): Master's or higher degree preferred. Experience in dealing with financial analyses in a higher education setting as well as ability to communicate with faculty members and administrators is a prerequisite. Familiarity with the University of Illinois and higher education in the state of Illinois is preferred, although not absolutely necessary.

If there is anything you wish to add that has not been addressed in this form or if you have any suggestions, feel free to comment on an additional page.

Prepared by: ______________________
(Employee)

Approved by: ______________________
(Immediate Supervisor)

____
(Unit Head)

April 24, 1981
(Date)

ease return by Thursday, April 30 to:
Sonia Carringer
107 Coble Hall
333-6747

CLASSIFICATION DESCRIPTION
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

TITLE Assistant Director for Administrative and Personnel Services, M.I.T. Libraries

BASIC FUNCTION AND RESPONSIBILITY

To direct, develop, and administer all activities in the M.I.T. Libraries relating to personnel (except professional librarian recruitment and advancement), budgeting, accounting, space utilization and renovation, supplies and equipment, building maintenance, and delivery systems.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

Participate in overall administration of the library system.
Administration of Institute personnel policies and practices for support and exempt staff and personnel records management for entire library staff. Administers Libraries' orientation program.
Participates in the preparation of the library budget.
Expenditure control of annual budget totalling over $4 million.
Direct supervision of staff in four major areas: personnel, accounting, messengers, budgeting.
Oversees preparation of research proposals emanating from the Libraries. Reviews all proposals before forwarding them to Director of Libraries. Negotiates for the Libraries with prospective funding agencies.
Administers library accounting operation in close coordination with the Comptroller's Office and other fiscal entities.
Evaluate performance of library staff; make recommendations to the Director concerning salary adjustments, hiring, promotions and terminations of personnel.
Deals directly with the Office of Sponsored Programs in all activities involving the Libraries.
Serves as the Libraries' representative in all dealings with the DCAA Auditors and indirect cost recovery negotiations.
Conduct and participate in professional associations, conferences and meetings. Contribute to advancement of the profession and status of the Institute.

SUPERVISION RECEIVED

Direction is received from the Director and Associate Director of Libraries.

SUPERVISION EXERCISED

Administrative and functional supervision is exercised over professional and support personnel in the administrative units of the library system.

QUALIFICATIONS

Masters degree in business or management or equivalent combination of education and experience. M.L.S. useful but not essential.
Extensive (at least 8 years) experience in personnel and fiscal administration in an academic institution required with some knowledge of or experience in libraries highly desirable.
Demonstrated knowledge of current information retrieval techniques applicable to library operations is necessary. A Knowledge of systems analysis and computer technology applicable to library operations is desirable.

6/23/80

ADMINISTRATIVE OFFICER -

BASIC FUNCTION AND RESPONSIBILITY

Under the general direction of the Assistant Director for Administrative and Personnel Services of the M.I.T. Libraries this position is responsible for managing the day to day operation of the functions listed below. In order to understand the nature of this position it is important that one must understand the characteristics of the Libraries. The Libraries is an organization composed of thirteen departments with an annual budget in excess of $3,200,000 made up of over one hundred accounts (general expendable funds, endowed funds and research accounts) and employing fifty-five staff, approximately one hundred and thirty-five bi-weekly and exempt and a constant student payroll of about 100 M.I.T. students. In order to best serve the needs of its user community the Libraries are physically decentralized; in order, however, to reduce the cost of Administration and insure administrative consistency there is also a high degree of centralization for all administrative functions. This requires an in-depth awareness at all levels of Library Administration, and it is the function of this position to keep the Library Administration informed through daily interaction in all matters relating to personnel and accounting within the entire Library System.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

Advise and assist all departmental employees in all operational matters relating to accounting, purchasing, personnel and functions as the primary contact with these Institute offices. The major effort in this area is the management of the Personnel function for the bi-weekly, exempt and student staff. (Approximately 135 bi-weekly and exempt) including the following:

Interpretation of Institute Personnel and Payroll Policies which are geared primarily to normal work week schedules, 9 to 5, Monday through Friday and require adaptation to cover the Library schedule of approximately 90 hours per week with a high percentage of part-time personnel.

Counsels bi-weekly and exempt staff in matters of personal concern such as transfers and promotions. This function requires a great deal of maturity, tact, judgement and understanding of the needs of people and the Libraries.

Supervision of the maintenance of ALL Personnel Records and Statistics (including personnel records for staff).

Works towards conformance of Affirmative Action Programs.

Posting of Vacancies internal and external to the Libraries.

Review and coordination and recommendation of internal promotions and salary adjustments.

Distribution, collection, coordination and review of Employee Performance Evaluations.

Develops recommendations for budget estimates for centrally administered line items and monitors expenditures against budget for over one hundred Institute accounts. In addition, manages encumberance budget system for library material orders, which processes about 20,000 monographs and about 17,000 standing orders per year. This position is the primary contact with the thirteen Library Departments for resolving problems of over commitment through alternative sources of funding or cancellation of orders.

Identify administrative operational problems and deficiencies and recommend solutions.

Evaluate financial reports and other accounting and payroll documents to ensure the accuracy of data and take necessary action to correct inaccuracies with the accounting or payroll office. In addition prepares monthly Departmental Accounting Reports for the Libraries in a manner that cannot be readily structured in the M.I.T. Accounting System but are necessary for internal Library management.

Review of the source documents received from the 13 Library Departments and the Accounting Office insuring that changes are appropriate and that funds are being used for the purposes intended.

Oversees the processing of invoices (in excess of 20,000 annually), vouchers and other accounting and payroll forms involving in excess of 100 Institute accounts and about 290 staff, exempt, bi-weekly employees.

Works directly with appropriate staff in developing budgetary data for contract proposals and research accounts.

Schedules, assigns and monitors work of bi-weekly staff and administrative assistant.

Coordinates and manages all departmental physical plant matters such as moves of equipment, telephone changes, air conditioning and calls for maintenance.

Supervises the maintenance of a central forms inventory and the allocation of expenses based on use by the Library System.

Performs special tasks for the Library Administration.

SUPERVISION RECEIVED

General direction or guidance is received from the Assistant Director for Administrative and Personnel Services.

SUPERVISION EXERCISED

Functional and Administrative supervision is exercised over bi-weekly staff and administrative assistant.

QUALIFICATIONS

A Bachelor's degree or the equivalent combination of education and experience is necessary. Extensive experience in the areas of Personnel and Financial Administration is necessary and library experience is highly desirable.

1976

ADMINISTRATIVE SERVICES

DEPARTMENTAL FUNCTIONS:

- -to carry out systems and automation related studies
- -to provide systems analysis for computer applications within the Central Library System
- -to develop program and system specifications for automation of library functions
- -to coordinate library automation activities
- -to prepare long-range plans for the Central Library System
- -to assist in preparation of annual budget
- -to perform routine financial operations
- -to monitor physical plant and provide liaison to that university department
- -to monitor library security and provide liaison to that university department
- -to provide mail service within Paley library of the Central Library System
- -to provide centralized typing services for the Central Library System
- -to provide centralized duplication services in keeping with university policy and contracts

GENERAL ADMINISTRATIVE RESPONSIBILITIES:

-to assist the Director of Libraries in achieving the goals and objectives of the Central Library System

-to participate in the discussions of the Administrative Council and advise the Director of Libraries on the establishment of system-wide policies and procedures

-to prepare a budget for the department as requested by the Director of Libraries

-to monitor budget expenditures as directed by the Director of Libraries

-to bring to the attention of the Director of Libraries departmental problems of a substantive nature or which may impact on library-wide activities

-to interpret university and library policy as appropriate and departmental policy on a day to day basis

-to perform other duties as assigned by the Director of Libraries

PERSONNEL RESPONSIBILITIES:

-to serve on search committees for all positions at the professional level within the department

-to select, and hire, with the assistance of the Personnel librarian, support staff for employment in the department

-to insure that departmental staff are informed about current library policies

-to evaluate the performance of all departmental personnel and to make recommendations concerning promotions, warnings and terminations

-to insure that the specialized staff training and development needs of the department are met in consultation with the staff development officer

-to be alert to morale problems among departmental staff and to seek ways to solve these problems

OPERATIONAL RESPONSIBILITIES:

-to establish and implement policies and procedures for the operation of the department and to maintain a manual of such

-to organize and coordinate staff in carrying on the functions of the department

-to insure that departmental staff are informed about departmental policies, procedures and activities

-to conduct periodic departmental meetings

-to insure that services and collections specifically assigned to the department are developed and maintained in keeping with the mission of the library system

-to coordinate departmental activities with those of other departments within the Central Library System

-to insure that appropriate statistical information is gathered to facilitate library planning

-to prepare an annual report of the activities of the department for the Director of Libraries

-to insure that departmental correspondence is answered in a timely fashion

-to monitor the condition of space, equipment, and supplies used in the department and to report problems to the appropriate office

-to participate, as time permits and as appropriate, in the day to day activities of the department

-to become familiar with and keep informed of professional developments related to one's responsibilities

. SMITHSONIAN INSTITUTION

ADMINISTRATIVE LIBRARIAN GS-1410-13

INTRODUCTION

The purpose of this position is to provide management assistance to the Director of the Smithsonian Institution Libraries, with particular emphasis in the areas of planning and systems analysis.

DUTIES

Develops and documents the Smithsonian Institution Libraries' program planning through which mission statements, goals and objectives are formulated, reviewed and modified, both system-wide and for individual library units. Develops schedules for the process which ensure that program planning is accomplished in time to respond to the Smithsonian's requests for planning information. Recommends and participates in, as appropriate, strategies for the implementation of the planning process (e.g. training workshops, manuals, etc.).

Participates in overall library planning as a member of the Director's executive group and provides staff assistance to the Director in this process through data gathering, statistical and cost analyses, feasibility studies, etc., using techniques from the fields of management sciences, librarianship, etc. When no appropriate technique exists, develops or adapts techniques.

As a part of the planning process, develops or adapts techniques for the evaluation of organizational performance and progress toward accomplishment of organizational goals and objectives. Develops management information system for the collection of pertinent data throughout the library system, using automated techniques wherever feasible. Develops formulae for the derivation of financial information to support cost and productivity studies. Prepares or contributes to reports and other presentations on library planning and evaluation, recommending and developing graphic or other visual display techniques.

Performs systems analyses and makes systems design recommendations which will increase efficiency or effectiveness of library functions and processes. Design recommendations may include modifications in manual procedures; modifications in automated routines; modifications in software or hardware; or introduction of new manual or automated routines, software or hardware configurations. Determines appropriate training required for implementation of new systems and recommends indicated training to appropriate program manager. Establishes procedures for implementation of system design after its approval. Evaluates effectiveness of system changes and makes recommendations as indicated. Prepares reports which document systems and system changes and evaluates their effectiveness.

Participates in the development of space programs, both for proposed new spaces and for the renovation and alteration of existing space to meet increased or changing program needs. Reviews plans, develops documentation, negotiates with architects, contractors, etc., to ensure that space related projects conform to library program needs.

Serves as a member of the Director's Executive Council participating fully in discussions and decision making related to planning, budgeting, program development, policy making, etc., for the Smithsonian Institution Libraries.

Performs a variety of staff projects as assigned by the Director (e.g. management studies of library units or programs) and performs other related duties as assigned.

SUPERVISORY CONTROLS

The incumbent serves under the administrative supervision of the Director of the Smithsonian Institution Libraries, who provides overall guidance on objectives, priorities, policies, etc. The incumbent works independently, determining his/her own methodologies and strategies to achieve desired results.

KNOWLEDGE REQUIRED

Extensive knowledge of the theories and philosophies of librarianship.

Strong background and knowledge of library systems analysis and automation.

Knowledge of planning techniques and processes, particularly those related to library planning.

SMITHSONIAN INSTITUTION

ADMINISTRATIVE OFFICER
GS-341-13

INTRODUCTION

The purpose of this position is to provide direct professional management assistance to the director and Assistant Director of Libraries and to provide or obtain a variety of management services essential to the direction and operation of the Libraries. The incumbent participates in developing long-range organizational plans and in establishing and maintaining management controls over current operations. Supervises activities of staff involved in procurement, fiscal control, building and maintenance services, staff development and training, timekeeping, payroll and other related sevices.

MAJOR DUTIES

Participates in the periodic review of the Smithsonian Institution Libraries mission, goals and objectives and the development of long and short range plans based on the established goals and objectives. Reviews Institution requirements for budget statements and information, recommends strategies and timetables to meet these requirements. Prepares zero base information and prepares or directs the preparation of all required fiscal information. As a member of the Director's executive group, participates in the analysis of on-going programs, in reviewing potential new programs and in determining which programs will be undertaken or for which programs funding and other necessary resources will be sought bringing to the discussion the perspective of sound management, fiscal realities and manpower resources.

Drafts narrative statements and justifications and participates in the finalization of these statements and justification to support plans, resource requests, etc. Performs or directs the performance of various fiscal analyses and recommends the establishment of appropriate systems to ensure the availability of fiscal information for needed reports and analyses to support resource requests. Recommends the establishment of and directs systems which provide regular reports on status of accounts for management review.

Initiates and coordinates the development of annual spending plans based on historical trends, specific appropriation language, stated library goals and objectives, current needs, etc. Participates in setting priorities for spending and monitors resulting spending plans accordingly, adjusting these plans after consultation with the Director of Libraries.

Participates in the determination of SIL mission, goals and objectives, in the formulation of library-wide policies, and recommends new projects, programs, goals, objectives or major changes in the library program. Advises the Director and Assistant Directors on the effects on library policies and programs of new or revised Institutional policies, trends in the economy and in the job market, new government policies, etc.

Supervises the preparation of position descriptions and other personnel actions for all personnel of the Smithsonian Institution Libraries. Recruits and interviews personnel as required and maintains liaison with the Office of Personnel. Assists the Director in the coordination and administration of personnel procedures and actions for the Smithsonian Institution Libraries. Assesses the impact on library programs of major new personnel policies and regulations, such as the merit pay system, performance appraisal, the Civil Service Reform Act, etc., and plans for their implementation.

Drafts personnel policy statements for SIL which are responsive to SIL needs within the limitations allowed by federal and Smithsonian policy. Advises the Director, Assistant Directors and other library managers on personnel management matters.

Develops a staff development program, which includes policies and procedures for training, upward mobility, professional development, etc., subject to review by the Director's executive group and the approval of the Director. Implements the program and develops mechanisms for its regular review, assessment and revision.

Recommends and reviews the recommendations of others for alterations in existing space, space reassignments and the use of additional space. Participates in space design and ensures that all required services and equipment are provided for new or modified space. Coordinates on-going projects with appropriate SIL staff, architects, space planners, and OFPES, OPLANTS and other appropriate SI staff.

Prepares drafts of Smithsonian Institution Libraries position papers in the area of budget and manpower requirements for the Director, providing facts and arguments supporting the position the Secretary or Assistant Secretary for Museum Programs is being asked to take on behalf of the Smithsonian Institution Libraries. Reviews such papers for consistency with previously stated policy and currency of figures and information provided.

Assists in the planning administration and coordination of the Libraries's programs. As directed carries out special studies and prepares reports for use and guidance of the Director, analyzing and evaluating significant trends and developments in these programs. Develops recommendations related to program changes or requirements, based on forecasts of fiscal and manpower trends and developments and with respect to SIL policy, programs and workload. Reviews drafts of SI and SIL policies, forms, handbooks, etc. and makes comments and suggestions for their improvement.

Assists the Director of Libraries in the analysis and evaluation of (1) existing program operations, including the implementation of procedures for conducting management activities in the Libraries; (2) program and work planning; and (3) execution of policy determinations and agreements.

Performs full range of personnel management duties for staff assigned to the Administrative Services Office.

Performs such other tasks of comparable level of administration as may be assigned by the Director.

SUPERVISORY CONTROLS

The Administrative Officer reports to the Director of Libraries. The incumbent exercises considerable independance in recurring assignments, interpreting Institutional and library policy, and is delegated considerable authority to act for the organization, including authority to commit SIL resources on all fund obligation documents and on a wide variety of other documents. Undertakes new assignments and special projects after discussions with supervisor to define objectives and, when necessary, methodology to be followed

FACTOR ANALYSES

Knowledge Required

Substantive knowledge of programs, procedures and managerial operations of the SI Libraries. Substantive knowledge of personnel management theory and knowledge of library manpower planning. Experience in developing, justifying and executing budgets for large, complex organizations. Knowledge of federal and SI regulations and policies affecting personnel, financial control, and budget. Knowledge of best and most effective sources for securing a variety of ancillary administrative services necessary for the functioning of the library system. Demonstrated knowledge of and facility in written and oral English to communicate with peers, other service organizations, contractors, etc.

Supervisory Controls

Works under the general supervision of the Director, SI Libraries, who determines overall library policy. Exercises considerable independence on recurring assignments. Undertakes new assignments and initiates new projects as directed after consulting with Director. Keeps Director informed of progress and discusses problems encountered.

Guidelines

Guidelines consist of Smithsonian regulations, procedures policies, as well as the full range of personnel, procurement, and financial regulations which pertain to library operations. Provision of the full range of management administrative services requires the highest degree of judgement in the selection and interpretation of applicable guidelines to insure at the same time the most efficient and effective use of the libraries' resources, and the overall compliance with all applicable Federal and Smithsonian regulations.

Complexity

Financial management duties require the balancing of resources from a variety of sources, both appropriated and trust, and their application to virtually all aspects of library operations. This involves the selective evaluation of program costs and effectiveness and making substantive program recommendations to the Director. The variety of funds and the variety of expenditures for which the incumbent must be accountable present fiscal management problems of the highest order. Insurance of effective administrative management of the Libraries presents problems of approximately equal magnitude.

Scope and Effect

Work product has an impact on the overall functioning of the libraries in that the incumbent serves as the primary advisor to the Director on fiscal and administrative matters. Additionally, advises on those fiscal and administrative factors of major substantive programs for the libraries and in this regard participates under the Director in the management of the SI Libraries.

Personal contacts

Deals on a regular and recurring basis with the highest levels of management within the Institution as well as a variety of non-government institutions, and individuals.

Purpose of Contacts

Contacts are for the purpose of coordinating major administrative and fiscal programs of the SIL.

Phyusical Demands

Work is mostly sedentary.

Work Environment

Work is performed in an office setting.

AUTOMATION POSITIONS

DARTMOUTH COLLEGE LIBRARY

DIRECTOR OF LIBRARY AUTOMATION

DUTIES:

1. Responsible for planning, analysis, design, and implementation of computer support systems for library operations.

2. Pursues and develops experimental systems such as the On-Line Catalog, serials receipt control, and circulation.

3. Maintains awareness of developments in data processing hardware and software which may be applicable to library support.

4. Responsible for recommendations regarding major hardware and software acquisitions and conversions.

5. Coordinates library automation programs with national and regional efforts such as RLG/RLIN and NELINET.

6. Maintains liaison with the college computer center.

7. Serves on the Data Processing Steering Committee.

8. Prepares grant applications and pursues other sources of funding for computer support of library operations.

9. Responsible for systems maintenance and documentation.

10. Supervises the support staff of the section.

QUALIFICATIONS:

Education:

1. Graduate degree in Library Science, Computer Science, or Information Science.

2. Training in library automation and computer programming.

Experience:

1. Experience in the design and implementation of library automation programs.

2. Experience in other library departments highly desirable.

Personal Qualifications:

1. Good administrative and organizational ability

2. Patience and diplomacy in dealing with temporary problems arising from automated systems.

UNIVERSITY OF MISSOURI/COLUMBIA
3/4/81

JOB DESCRIPTION

Ellis Library, University of Missouri-Columbia

1. Title and Rank:

Head, Data Base Services, Librarian III; incumbent:

2. Division and Division Head: Technical Services, Vacant

3. Purpose and Scope of the Position:

To perform functions as the head of the Data Base Services Department and to participate in planning, development and/or maintenance of library automated systems.

4. Principal Responsibilities and Duties:

30% To develop and maintain efficient and productive procedures and controls within Data Base Services and to coordinate DBS activities with other units of Technical Services,

20% To supervise OCLC data entry for all non-serial materials,

5% To establish, encourage, and maintain communications with and about OCLC and MIDLNET and their plans,

35% To make my technical knowledge available to the library by participation in discussions of automated systems already in the library and by participation in discussions about automated systems potentially useful to the library,

3% To establish and maintain contacts in the offices of the University computer facilities, of OCLC, and of MIDLNET,

5% To supervise program maintenance and development of the BATAB system, and

2% To understand the contents of the OCLC archival tapes and to be aware of probable future applications using those tapes.

5. Job Relationships:

Internal: Almost daily contact with all units of Tech Services except CPRR and Serials Check-in.

Frequent contact with library units outside Tech Services

External: In the University, frequent contact with staff of the Campus Computing Center, including Administrative Computer Services, and with staff of the Computer Network.

Outside the Columbia Campus, occasional contact with the staff of the other three campus libraries.

Outside the University, occassional contact with Baker & Taylor BATAB staff, with MIDLNET, with OCLC, and with other libraries such as Iowa State University, Stephens College, Washington University, etc.

6. Supervision of Personnel:

Supervision of one Librarian II, one Computer Programmer I, one and a half Library Assistant IIs, five Library Assistant Is, and one Clerk III.

7. Job Requirements and Qualifications:

Education: MLS, plus MA in information or computer science, or equivalent experience in these fields.

Experience: Knowledge of OCLC in a working environment at a large academic library, two years experience as a COBOL programmer with IBM equipment.

Special skill, knowledge and abilities: Ability to relate to and communicate with all levels of library staff in all areas of library functions, ability to communicate with computer personnel, an awareness of the directions of library systems developments and trends that will affect the future of libraries, and familiarity both with the OCLC system and its use and with the BATAB system and its software.

NORTHWESTERN UNIVERSITY 9/25/80

JOB TITLE: Senior Library Programmer

DEPARTMENT: Information Systems Development Office

REPORTS TO: Head of department

JOB FUNCTION: Under general direction, independently performs problem analysis, design, and preparation of complex computer systems and programs for library applications.

DUTIES AND RESPONSIBILITIES:

In cooperation with systems analyst, analyzes problems in terms of systems and programming requirements and prepares detailed system specifications.

Designs, writes, and tests computer programs for online and batch library systems.

Prepares system documentation, including system, operation, and user manuals.

Prepares documentation for programs.

Assists library staff in implementation of systems.

Evaluates and modifies existing systems and programs to increase operating efficiency and to adapt to changing library needs.

Participates in analyzing and evaluating computer performance and possible hardware changes.

Confers with other programmers to help diagnose and resolve system-related problems and to advise on use of system functions.

Assists head of department in installation of vendor-supplied software products.

Assists head of department in communication with software vendors to resolve problems and in installation of corrections supplied by vendors.

Performs related duties as required or assigned.

QUALIFICATIONS: Bachelor's degree in computer science or the equivalent combination of education and experience.

Thorough knowledge of the principles and techniques of computer system programming and documentation.

Thorough knowledge of electronic computer capabilities, and proficiency in at least two programming languages.

At least three years experience in assembly language programming plus experience or interest in text processing applications.

Experience with one or more of the following aspects of computer systems highly desirable: IBM S/370 computers, CICS, COBOL, programming of systems using cathode-ray terminals, real-time library systems.

Good oral and written communication skills.

THE PENNSYLVANIA STATE UNIVERSITY

Position No. 13-F[illegible]-01
February 13, 1980

Position Description

Title of Position: Director, Library Computer Services Center

Classification: Staff Exempt

Department: University Libraries

Function of Position:

Responsible to the Assistant Dean, Head of Bibliographic Resources and Services Division, for the administration and development of the Library Computer Services Center. Responsible for planning and controlling the implementation and maintenance of all library computer services, including assignment of personnel and overall coordination of library systems support, to meet the needs of library administrative, technical, and public service areas.

Principal Duties and Responsibilities:

60%

1. Administer the operation of the Library Computer Services Center, which includes computer operations, research, and development. Organize and plan Center activities to accomplish goals established for the development and maintenance of integrated library information and processing systems. Guide, review, evaluate, and report progress to supervisor.
2. Coordinate with professional library staff and administrators to meet library and library-user needs for new or modified library systems.
3. Participate with academic administrators in library planning as it relates to computer support services. Prepare recommendations for the consideration of the Dean and the Executive Council.

30%

4. Responsible for the selection, supervision, training, development, and evaluation of support staff, which includes staff exempt, staff nonexempt, and clerical personnel. Identify appropriate professional development resources for high-level staff.
5. Allocate and re-allocate staff as necessary to meet critical operations, deadlines, and research needs.
6. Prepare annual budget request. Justify and account for expenditures of development and other funds within the budget authorization.

10%

7. Account for program costs in relation to projected and achieved savings from new systems implementation. Control costs within prescribed budgetary limitations.
8. Coordinate Center activities with affected University areas. Represent the University Libraries in external relations with computer vendors.
9. Perform other duties as required.

Supervision:

Duties and responsibilities are performed under general direction and from interpreting University policy with regard to general objectives. Thorough knowledge of University policies and procedures is required in their application to cases not previously covered. Work is performed independently toward general results and requires devising new methods or modifying or developing standard procedure to meet new conditions. Problems are rarely referred.

Minimum Qualifications:

Bachelor's degree or equivalent in technical area(s) relevant to information systems development, and over seven years of effective experience in the management of technical projects in the field of information handling, with intimate knowledge of and practical experience in current developments in computer hardware, software, and information structures. Requires exceptional ability to communicate with administrators and technical personnel.

PM P-18 REV. 8-83
COMMONWEALTH OF VIRGINIA
DIVISION OF PERSONNEL

WORK DESCRIPTION

	Va. Tech.	Newman Library
NAME OF EMPLOYEE	AGENCY	ORGANIZATION UNIT
Computer Systems Analyst A	Planning and Research Office	01571
AGENCY TITLE OF THIS POSITION	PLACE OF WORK	POSITION NO

TO BE FILLED IN BY THE EMPLOYEE

Give a description in your own words of what you do.
Begin with your most important function and indicate the relative time spent on each division of your work by such phrases as: *"Much of my time...," "Practically all of my time...," "Each day (week, month) I spend..." "Frequently I...," "Occasionally I..."*

The most important responsibilities of my positon are to have a technical understanding of the data base management system, operating system and computer hardware in order to participate in the development and maintenance of the Va. Tech Library System. The developmental function requires weekly meetings with the project manager of the Systems Development Department to evaluate new features and to manage new feature implementation. Much of my time is devoted to design and implementation of selected program modules in conjunction with the Systems Development Department. I am frequently involved in the publication and maintenance of system and user documentation as new system modules or new features become available for production use. This responsibility is essential in the current library environment where there is heavy ongoing development and changes to the production system often occur on a daily basis.

I am responsible for monitoring data base activity by the user in order to identify potential problem areas. Periodic analysis of data activity is performed to assess the effectiveness of data access methods and to determine whether change would improve performance. I am responsible for knowing the user groups and keeping abreast with their requirements and developments. I investigate user complaints and decide whether modification to the data base or application software is justified. As liaison between user groups and the Systems Development Department, I attend weekly user group meetings. I am responsible for keeping users informed on current developments or changes in computer operations and for reviewing user requests for change. Ocasionally, I am involved in the instruction of user groups when new features are put into the production environment.

I act as the computer operations manager reporting to the Planning and Research Librarian. My responsibilities as operations manager are to perform analysis on data base requirements and to assess the impact on computer operations if requirements are not satisfied. If acquisition of new support software or hardware equiptment is justified, I assist in the preparation of Agency Procurement Requests. On a daily basis, I act as coordinator for operation planning by scheduling the use of computing resources such that the collective needs of all data base users are best satisfied.

I bear primary responsibility for data base security by insuring that contingincy plans are available in the event of failure. Because of the complexity of the data base and the Va. Tech Library System, implementation of changes to these systems require careful supervision in order to prevent unexpected damage to the data base. It is my responsibility to plan and implement stratagies for data base recovery in the event there is a failure. In addition, the cause for failure must be determined and corrective action taken. I schedule daily, weekly and monthly procedures to insure data base security. Specialized techniques are developed when changes are incorporated into the system.

I supervise the activities of the Library Programmer in the coding of program enhancements, trouble shooting system problems, machine room operation, and the execution of data base security procedures.

On a limited basis, I will occasionally assist the System Development Department by acting as a technical consultant during preinstallation visits to libraries which have purchased the Va. Tech Library System.

TO BE FILLED IN BY THE EMPLOYEE (Continued)

Who supervises your work? , Planning and Research Librarian

Whose work do you supervise? Programmer A

Date 5/3/81 Signed 5/3/81

TO BE FILLED IN BY IMMEDIATE SUPERVISOR

Add any statements in correction or amplification of the description of this position.

has a heavy responsibility to ensure that operations related to the Virginia Tech Library System flow smoothly.

Signed Title Planning & Research Librn

TO BE FILLED IN BY DEPARTMENT OR BUREAU HEAD

What skills, knowledge and abilities should a NEW employee bring to this job? *(Disregard those things which can be learned only on this job.)*

1. Knowledge of theory and practice of data base management systems.
2. Experience in development of large software packages and their implementation.
3. Knowledge and experience in COBOL and an assembly language.

Indicate below the minimum educational requirement. Mention any special courses required such as typing, shorthand, statistics, etc.

Minimum education:

A. BA in computer science or equivalent experience.

Specialized training:

N.A.

Indicate below the kind and length of experience a NEW employee should bring to this job.

Software development: 2 years DBMS: 1 year (co-current)

Signed Title Planning & Research Librarian

Approved

AGENCY HEAD OR DESIGNATED REPRESENTATIVE

UPPLY THIS INFORMATION TO ESTABLISH NEW POSITIONS, TO EXTEND AUTHORIZATION OF EXISTING POSITION OR TO
TATUS OF EXISTING POSITION:

the need for this request. If funded by grants or contracts, identify sponsor. ____________________

SUPPLY THIS INFORMATION FOR ALL REQUESTS:

me, position number and class title of supervisor of the requested position: __________, FA074, Planning & Research Librarian.

an applicable organization chart by class titles and position numbers.

JOB DESCRIPTION

escribe fully and clearly the most important work first, then the next most important in a separate paragraph, and so on. Make the descriptions finite and detailed to give a clear picture of the work. It is particularly important that the supervision received or exercised be clearly explained. is also important that such terms as "check", "handle", "responsible for", "assist" be explained. List any equipment operated or special skill ed. Estimate working time devoted to each kind of work described.

1. Reports to Planning and Research Librarian

2. Analysis. Conducts analysis of system usage and operation to ensure efficient and reliable operations.

3. Development. Complements efforts of System Development Department in planning, analyzing, and implementing selected program routines and modifications. Documents changes as required.

4. Supervision. Directs library programmer in performing maintenance and limited development.

5. Security. Bears primary responsibility for data base security and takes action as required.

6. Awareness. Maintains awareness of current practice and developments in systems management, data base management systems, system security and development.

BUDGETING, FISCAL, AND BUSINESS MANAGER POSITIONS

HAROLD B. LEE LIBRARY
BRIGHAM YOUNG UNIVERSITY

Position Title: Assistant Director for Budget and Administrative Services

Availability: January 1, 1980

General Description: A key member of the Library Administration reporting directly to the Director of Libraries. Responsible for the library budget, shipping and receiving, copy center, physical facilities and personnel.

Duties: A key member of the Library Administration reporting directly to the Director of Libraries. Responsible for the library budget, personnel and physical facilities. Supervises the Library Business Office, Shipping and Receiving Section and the Copy Center.

A. Budget.
   and outside of the University community.
   4. Prepares, analyzes and interprets a variety of financial statements for the library administration and supervisors.
   5. Audits and supervises the preparation of the staff and student payrolls, purchase orders, and the payment of invoices.

B. Personnel.
   1. Works with library supervisors on job specifications for position vacancies and lists the vacancies within the library and with the University Personnel Office.
   2. Recruits applicants for full-time faculty, administration and staff positions; arranges interviews; assists library supervisors in hiring full-time staff and student personnel.
   3. Supervises the preparation and maintenance of appropriate personnel records and files, and paperwork involving appointments, terminations and changes in employee status.
   4. Serves as liaison between the library and the University Budget Office and the University Department of Personnel Services.
   5. Oversees the establishment and operation of staff development programs, including orientation, supervisory and management training and in-service training.
   6. Develops and maintains library manpower needs based on a three year plan.

C. Other.
   1. Responsible for the maintenance of the physical facilities, library security, emergency procedures, equipment inventory, library equipment and supplies.
   2. Assists in the development and interpretation of library policies and procedures.

Qualifications:

1. A degree in Accounting or Business Management and a Masters Degree in Library Science is preferred. Also, individual must have experience in an academic accounting system and be familiar with University fiscal policies and procedures.
2. Personnel management training or experience with substantial library experience.
3. Demonstrated ability of working harmoniously with faculty, staff and university administrators.
4. Mature and capable of fair and consistent judgement in dealing with confidential matters.
5. Attitude and temperament for the sometimes tedious work related to budgeting and personnel.
6. Ability to communicate clearly and effectively both orally and in writing.
7. Active in The Church of Jesus Christ of Latter-Day Saints and complete adherence to all University and Church standards.

UNIVERSITY OF CALIFORNIA, RIVERSIDE

JOB DESCRIPTION

U1607 (R 2/77) Series 833

PERSONNEL USE ONLY

APPROVED TITLE	EFFECTIVE DATE	TITLE CODE	INITIALS	DATE

1 NAME	
2 DEPARTMENT Library - Budget & Personnel	3 CAMPUS RIVERSIDE
4 PRESENT PAYROLL TITLE Management Services Officer III	5 STEP
6 WORKING TITLE IF DIFFERENT Budget and Personnel Officer/Head, Administrative Services Department	7 PERCENT OF TIME 100%
8 SUPERVISOR'S NAME	9 SUPERVISOR'S PAYROLL TITLE University Librarian
10 DEPARTMENT HEAD'S NAME IF DIFFERENT Same	11 DEPARTMENT HEAD'S TITLE

12 NAMES OF THOSE SUPERVISED (Direct)	13 PAYROLL TITLE	PERCENT OF TIME
	Admin. Asst. I - 1.00 FTE	
	Admin. Asst. II	100%
	Accounting Asst. III	100%
	Admin. Asst. II	100%
	Admin. Asst. II	100%
	Sr. Clerks - 2 FTE (Indirect Supervision)	
	Sr. Clerk	100%
	Sr. Clerks - 2 FTE	
	Sr. Automotive Equip. Operator	100%

14 STATEMENT OF DUTIES: Describe your regular and most important duties first. Estimate the amount of your working time spent on each major duty, using percentages, number of hours per day, or a similar breakdown. Use reverse side.

PERCENT OF TIME	DUTIES
	Under the general direction of the University Librarian, advises U.L. on administrative matters concerning the Library's operation, acts as Head of Administrative Services Department and serves as a member of the University Librarian's Cabinet. Serves as manager and advisor/consultant on personnel rules, procedures, recruitment, appointment, training, transfer, discipline, release and all other aspects of personnel management. As Budget Officer maintains fiscal control of all book and non-book library funds; participates in library budgetary planning; provides budgetary analyses as required. Performs budgetary analysis of departmental requests and prepares detailed materials to justify budget proposals. (Library personnel Academic, 25+ FTE; staff, 92+ FTE; and 12+ FTE casual - total budget, $5,000,000.)
20%	Personnel
	Serve as Heaaad of the Library Personnel Office, with all staff personnel matters channeled through the Library Personnel Officer. Supervise and evaluate performance of Library Personnel Office support staff. Develop and improve Library Staff Personnel procedures and policy using judgment and initiative in implementing same within the authority of the position. Makes recommendations to University Librarian on policies, procedures, and problems as appropriate. Supervise the development of Library Personnel files and implement office practices and procedures as appropriate. Responds to a variety of correspondence on personnel matters. Assist University Librarian in routine academic staff review procedures and general academic personnel matters.
	Supervise Administrative Assistant I and Administrative Assistant II in all phases of the academic, staff and casual employee function including recruitment, orientation and record keeping. Assume end responsibility for mathmatical accuracy of the academic, staff and casual payroll. Supervise the clerical support of day-to-day maintenance of salaries and wages funds.

(Use reverse side if more room is necessary.)

Retention Period: As long as job is active.

PERCENT OF TIME	DUTIES

Implement and manage grant funded manpower programs in coordination with Campus Personnel. Provide necessary record keeping and follow-up on such programs.

Interpret and supervise Library Personnel Office staff in interpreting personnel rules and policies. Keep Library Administration, departmental secretaries and Library staff informed on all Personnel rules and policies and keep abreast of new and changing regulations. On an overall basis, determine that the Library complies with University Personnel regulations.

Advise and counsel University Librarian, Library supervisors, Line Officers and support staff on personnel problems, ascertain that the proper documentation is kept and be prepared to assist in appeals and grievance procedures. Provide opportunity for individual staff to appealk at the Library Personnel Officer level, keeping the University Librarian informed on all confidential matters. Interface with Vice Chancellor for Academic Personnel and Programs Office as required for academic personnel matters. Provide support to Library and assistance to Campus Personnel on matters concerning Collective Bargaining.

5% Recruiting and Selection

Academic - Coordinates recruiting procedures with Admin. Asst. I for all academic vacancies which includes participation in producing position descriptions, advertising positions in appropriate journals, library schools, colleges and universities, minority associations, and other media as appropriate. Coordinate internal recruitment procedures to examine candidates' files and initiate extensive correspondence with prospective candidates. Participate in search committee meetings as required and arrange for interviews of final candidates. After selection, prepare compliance report according to affirmative action requirements. Provide information on appropriate provision number and funding and supervise the preparation of employment forms. Arrange for orientation and introductions as required.

Staff - Coordinate recruiting procedures with Admin. Asst. II for all staff personnel vacancies. Assist each supervisor in producing a process outline for the open position, examine job description for updating, establish appropriate requirements according to position needs and affirmative action requirements and determine funding. Prepare employment requisition and perform initial interview. Act as member of final screening committee to select candidate and contact Campus Personnel to implement job offer. Assume final responsibility for proper position funding and supervise preparation of employment forms and orientation.

5% Merit, Promotion and Performance Evaluation

Academic - Supervise clerical production of merit and promotion memorandum and maintenance of confidential files. Assume responsibility of coordinating merit and promotion academic staf listing with Campus Accounting Department.

(If additional space is needed, use blank sheets and attach to this form.)

15 HOW LONG HAVE YOUR DUTIES AND THE DISTRIBUTION OF TIME BEEN SUBSTANTIALLY AS ABOVE?

16 CERTIFICATE OF EMPLOYEE: I certify that the foregoing information is correct and complete and describes my job as I understand it.

SIGNATURE ______ DATE ______

17 CERTIFICATE OF IMMEDIATE SUPERVISOR AND DEPARTMENT HEAD: I have reviewed the above statements and certify to their accuracy with the exceptions noted here.

UNIVERSITY OF CALIFORNIA

JOB DESCRIPTION

U1607 (R 2/77) Series 833

PERSONNEL USE ONLY PAGE 3

APPROVED TITLE	EFFECTIVE DATE	TITLE CODE	INITIALS	DATE

1 NAME	
2 DEPARTMENT	3 CAMPUS
4 PRESENT PAYROLL TITLE	5 STEP
6 WORKING TITLE IF DIFFERENT	7 PERCENT OF TIME
8 SUPERVISOR'S NAME	9 SUPERVISOR'S PAYROLL TITLE
10 DEPARTMENT HEAD'S NAME IF DIFFERENT	11 DEPARTMENT HEAD'S TITLE

12 NAMES OF THOSE SUPERVISED	13 PAYROLL TITLE	PERCENT OF TIME

14 STATEMENT OF DUTIES: Describe your regular and most important duties first. Estimate the amount of your working time spent on each major duty, using percentages, number of hours per day, or a similar breakdown. Use reverse side.

PERCENT OF TIME	DUTIES
	Staff + Advise and counsel supervisors on employee performance problems and methods of conducting performance evaluations. Supervise the maintenance of records on performance evaluations. Make recommendations to the University Librarian on percent of merit increases based on study of performance evaluations; Line Officer's recommendations and available funds. Assume end responsibility for accuracy of merit staff listings sent to Campus Personnel.
	Provide library wide information on staff promotional opportunities and follow through on procedures to implement promotions and latveral transfers.
10%	Position Classification Audits
	On a continuing basis, and as requested, analyze and review staff personnel positions to determine approppriate classifications and to detect duplication of functions. Study workflow and work load within departments. Where there is evidence of problems (e.g., work load imbalances, inequity, etc.), make on-line study of personnel, workflow, work load, departmental procedures (sometimes involving comparisons with other campuses) and recommending solutions to problems. Counsel and advise Line Officer on organizational problems and assist in identifying appropriate levels of positions within the organization.
	Audit all staff position requests for reclassification. Assist supervisor and employee in producing accurate and effective job descriptions. Work with Department Heads in studying organization charts and assist in updating organization charts from audit findings. Analyze reclassification audit findings and recommend to the University Librarian appropriate classification action. Coordinate findings, recommendations and resultant actions between University Librarian and Campus Personnel.

(Use reverse side if more room is necessary.)

10% **Employee Development and Training**

Initiate and develop library training programs, including performance evaluation, supervisory training, in-house functional training, employer/employee relations, and affirmative action/equal employment opportunity requirements.

Counsel employees on employee development opportunities and maintain records on employee development activities. Assist supervisors in evaluating the effectiveness of employee time spent in courses and other employee development activities. Keep constantly abreast of employee development opportunities offered on campus and other campuses and take advantage of current thinking in the field of employee development in order to propose, initiate, and develop library workshops as the need becomes apparent.

40% **Fiscal Management, Budget Preparation and Analysis**

Supervise Accounting Assistant III in preparation and maintenance of accurate records for fiscal control of all library non-book accounting funds including: salaries; supplies; equipment and facilities; income accounts; and grant programs. Supervise book fund accounting on all aspects of book expenditures and fiscal controls.

Salaries and Wages - Advise University Librarian on requests for additional staff and casual labor; monitor accumulation of salary saavings and other library accounts. Keep University Librarian informed on all staff changes (both academic and staff) such as retirements, resignations, request for changes in classifications, other than reclassification and promotion, and report monetary effects on available funds. Assist University Librarian in establishing procedures and policy [illegible] fiscal control of assigned staff and casual labor.

Supplies and Equipment and Support Accounts - Advise University Librarian on request for equipment and monitor expenditure of all funds for facilities. Analyze and/or assist staff in justifying maintenance, alterations and improvements to the building. Assume end responsibility for purchases.

Assume end responsibility for formal annual and periodic reports requested by Statewide, this campus and outside sources. The reports include Statistics of Holdings Reports (annually required by Statewide), Annual Inventory Reports, Education Survey on College and University Library Resources and various other reports and surveys as requested.

Supervise application for HEW grants and for grants from outside sources and assume end responsibility for final expense reports.

Supervise the work of the AA III in preparation of budget tables and detailed work sheets for Campus Budget and Planning and for Statewide budget offices.

Provide supporting documentation, tables, reports, analytical studies as needed by the University Librarian and University Librarian's Cabinet for budget decisions throughout the year.

(If additional space is needed, use blank sheets and attach to this form.)

15 HOW LONG HAVE YOUR DUTIES AND THE DISTRIBUTION OF TIME BEEN SUBSTANTIALLY AS ABOVE?

Provide expense forecasting on the basis of total budget both at budget preparation time and monthly throughout the current year.

16 CERTIFICATE OF EMPLOYEE: I certify that the foregoing information is correct and complete and describes my job as I understand it.

10% **Library Services**

Supervise the Administrative Assistant II in charge of the unit which comprises: the Intercampus Bus between U.C.R. - U.C.L.A.; the Photo duplication and coin-vend reprographic services for the Library; and, all receiving, shipping, and facility and equipment maintenance.

University of Hawaii, [illegible]

JOB ANALYSIS
QUESTIONNAIRE

Position No. 80190

1. Last Name First Middle Initial	4. Section, Department or Institute Fiscal Office and Fund Control
2. Official Title of Position Administrative Officer 3 (Fiscal Officer)	5. Division or College Library Services
Usual Working Title of Position Fiscal Officer	6. Campus or Systemwide Office Manoa Campus
3. Name & Title of Immediate Supervisor: University Librarian	7. Location (Building--Room No.) Hamilton 7

8. Describe below in detail the work you do, indicating the average amount of time normally devoted to each duty or group of duties. (To indicate the time breakdown, you may use percentages, hours per day or week, months per year, or any other approach which best coincides with your normal work pattern.) Use your own words, and make your description so clear that persons unfamiliar with your work can understand what you do. Attach additional sheets if necessary.

TIME	WORK PERFORMED	LEAVE BLANK
30%	Fiscal Management (Budgeting - Expenditure Control) 1. Prepare all budget requests for Library Services and together with the University Librarian discuss and explain budget requests to the University budget staff and others. Discuss, explain and interpret budget matters to the University Librarian; point out the ramifications of the budget. 2. Responsible for the execution phase of the budget. Prepare quarterly expenditure plan, control and coordinate expenditure by reviewing semi-monthly expenditure reports to keep within budgeted amounts, prepare justification for seeking additional funds or for transferring funds between character of expenditures and prepare quarterly narrative and statistical expenditure reports. For the book fund allotment control a separate computer printout is generated by the Fiscal Officer. 3. Control expenditures for Federal agencies and special account budgets; advise project directors regarding policy and procedures, and prepare the necessary reports. 4. Certify payment of student help payroll, night differentials and casual payrolls. Certify all appointment forms as to the availability of position and funds.	

(Continued on the attached page)

9. Give the names and payroll titles of employees you supervise, if five or fewer. If you supervise more than five employees, give the number under each title. If you supervise no employees, write "none."

Account Clerk IV	Account Clerk II	Clerk IV	Clerk III	Clerk Typist II
#3891	#15456	#6572	#15417 #22486	#2660

5. Establish routines which will provide fiscal information required in completing the various fiscal and statistical reports by conferring with department heads and project coordinator.

50% Fiscal Management (Purchasing and Property)

Approve expenditure of funds for the purchase of supplies, books, equipment and services under all funds.

Responsible for the equipment inventory records for Library Services. Certify their records by conducting an annual physical inventory.

As the custodian for a $10,000 imprest fund, sign all checks and be responsible for the maintenance and reports of this fund.

Regulate and arrange for the purchase of bank drafts by contacting bank personnel.

15% General Management

Prepare memoranda, letters, reports, etc. pertaining to all fiscal administrative matters.

Participate in the weekly executive meetings of Library Services.

Represent Library Services in all meetings dealing with fiscal matters.

Supervise the function of the Fiscal Office. Issue directives on fiscal, purchasing, and personnel procedures and other requirements for that office. Coordinate the work of personnel in the Fiscal Office.

5% Other Duties

Meet with the various library department heads regarding revision or implementation of policies and procedures which may affect the function of the Fiscal Office.

Confer with the University Librarian regarding fiscal aspects of personnel problems relating to Library Services which are not covered by the normal routines.

Advise the librarians at the system libraries regarding fiscal requirements and problems whenever assistance is requested.

UNIVERSITY OF HOUSTON LIBRARIES
JOB DESCRIPTION

Budget Officer
Rev. 7-10-81

SCOPE

Responsible for the management, in accordance with state, university, and library laws, rules, and regulations, of the budget of the University of Houston Libraries.

DUTIES

1. Serves as liaison to the University's financial offices.

2. Responsible for the accounting of encumbrances, disbursements, and transfers of all state, federal, and local monies received by the University Libraries.

3. Responsible for the accounting of all fees and donations received and deposited by departments of the University Libraries.

4. Monitors the accounting reports of the University and reconciles errors and troubleshoots problems.

5. Prepares monthly reports of the status of all funds of the University Libraries and provides interim, verbal financial information to the library director and others as required.

6. Assists in preparing operating budgets.

7. Responsible for keeping abreast with state, federal, and university laws, rules, and regulations pertaining to the fiscal responsibilities of the University Libraries.

8. Maintains records and files pertaining to the fiscal affairs of the University Libraries, in accordance with state, federal, and university laws, rules, and regulations.

9. Recommends internal policies pertaining to the fiscal matters of the University Libraries.

10. Performs related duties as required.

SUPERVISION

Received: Works under the general supervision of the Assistant Director for Administration.
Given: Assists in the supervision of clerical and student office staff.

REQUIREMENTS

Education: Bachelor's degree, or, high school and business school diplomas, with college-level or business school courses in accounting or business and data processing.

Experience: One year of experience in an office, a business, or a library.
Skills and Abilities: Business math (10 problems to be completed in 15 minutes with 2 or less errors); ability to communicate verbally and in writing; and an ability to organize work effectively and establish and maintain effective working relationships.

NEW YORK UNIVERSITY

5/11/81

POSITION DUTIES

DIRECTOR - FISCAL AFFAIRS

1. Summarize the general purpose or basic function of your position.

Examples:

Direct the operational, financial and personnel activities of the Physical Plant

Provide placement counseling service for students and alumni

To direct the fiscal affairs of the University Libraries,

Press and Archives including financial control and reporting

2. Describe the specific duties which you perform in the normal course of your work. List the duties in order of their importance and indicate the approximate per cent of time applied to each duty over the course of a year. In describing your duties be specific and avoid generalities such as "attend meetings", "manage people", "prepare paperwork".

- Include any responsibilities for: planning and organizing work; reviewing and controlling activities; managing and directing subordinates; technical or analytical functions; budget, expenditures, funds, equipment, or property.

Example:

Review applications from foreign students seeking a master's degree. Interpret records to determine whether applicant meets standards of admission. (Includes making judgments concerning quality of applicant's academic performance within the context of his/her educational system, equating foreign degrees, diplomas and certificates with the American educational system and determining whether foreign academic institutions are properly accredited in the various countries and are authorized to award degrees.) Reference is made to an extensive research library containing books and pamphlets describing educational systems throughout the world. Consult with Chairman of Admissions Committee on borderline cases.	20%
Correspond with prospective foreign students, educational institutions, government agencies and accrediting associations for additional documents, information and clarification of educational data.	20%

2. (Continued)

Prepare dossier for each student. This includes making a complete academic evaluation, determining English language proficiency (based on test results), providing information concerning financial situation of applicant and giving overall recommendation on admissibility to Chairman of Admissions Committee. Final decision on admissibility is then made by Admissions Committee based on information submitted.	15%
Counsel foreign students. Describe and discuss application procedures and admission requirements in relation to each student's career objectives and background.	20%
Participate as voting member of Admissions and Financial Aid Committee. Meet periodically to review and evaluate admissions criteria, policy and objectives. Evaluate applicants for academic achievement and financial need. Participate in the matching of applications to awards or assistantships. (Knowledge of the requirements for each fellowship or scholarship is necessary.)	10%
Supervise work of two clerk-typists. Assign and check work. Establish priorities and expedite problems.	10%
Other (e.g. serves on various University committees; carries out special projects as requested.)	5%
	100%

Position Duties (In order of importance)	Approximate percentage o time applied over a year
I) Directs all activities pertaining to the planning negotiating and determination of all operating and other budgets for University.	10%
-Libraries	
-Press	
Archives	
II) Performs and or supervises performance of cost accounting, forecasting, inventory control and financial statement analysis, and accounting for University Press.	25%

Position Duties (Continued) (In order of importance)	Approximate percentage of time applied over a year
III) Approves all Division of Library expenditures and monitors budget performance	25%
IV) Coordinates all building-related service activities, new construction and renovation with building service manager and Department of Planning and Construction.	15%
V) Coordinates and/or supervises the work of all other personnel whose duties relate to fiscal affairs.	3%
VI) Participate with other appropriate personnel, in developing a management information system which will provide overall financial reporting and control for all units under the Dean of Libraries' jurisdiction	5%
VII) Coordinates billing of consortium members for book purchases	2%
VIII) Related duties as assigned. (Special Projects)	15%
TOTAL	100%

Attach additional pages if necessary.

UNIVERSITY OF ROCHESTER LIBRARIES

Title: Assistant Director of Libraries for Budget and Development

General Purpose: To provide general administrative assistance to the Director of Libraries with responsibility for all budget and related functions; development; grants; public relations; publications; and the Friends of the University of Rochester Libraries.

Specific Responsibilities: Has responsibility for all budget functions, including coordinating and assisting in long-term budget planning for the University Library, preparation of the Library's annual budget, controlling expenses and providing current and projected status reports; reports statistical and budgetary data to state, federal and professional agencies; and developes cost studies and proposals for library programs, equipment and furnishings. Maintains close working relations with the University Budget Office.

Has responsibility for the development, coordination and execution of a fund raising effort, including the cultivation and solicitation of annual and special gifts, including endowments. Coordinates all library development activities with University Development Office. Serves as a liaison to the Friends of the University of Rochester Libraries, attending committee meetings and activities and advising on plans and activities. Supervises management of Friends secretarial staff and office.

Has responsibility for the preparation of grant proposals and applications, developing sources (private and government) for potential grants; discussing with staff projects and programs suited for grants; compiling statistical data, writing narrative portions of the proposals, and coordinating the grants process with appropriate library staff, the Office of Research and Project Administration and the foundation officer of the University Development Office.

Serves as the publicity coordinator for the libraries, working closely with the University's Public Relations Department.

Serves as editor of *The University of Rochester Library Bulletin* and *Biblio Talk*, newsletter of the Friends of the University Libraries; edits and writes other bulletins, newsletters and brochures that facilitate use and understanding of the libraries and their activities.

4/24/80 updated

The University of Western Ontario

Position Description

POSITION:	Accountant
AREA:	University Library System
INCUMBENT:	
REPORTS TO:	Director of Libraries
DATE:	January, 1979

General Accountability:

The Accountant provides a variety of financial and business services for the eight libraries which comprise the University Library System, with emphasis on effective and economical use of resources.

Specifically, the incumbent is accountable for:

- the provision of financial data relating to the preparation of the Library System's budget submission;
- control of the Library System's operating expenditures including monitoring of operating resources and fiscal control;
- monthly analysis and projection of commitments and balances for the Director of Libraries.

Position Dimensions:

University Library System Budget 1978-79

Salaries	$3,828,257.
Acquisitions	2,005,761.
Operating	94,300.
	$5,928,318.

Library Staff - Regular	304
Library Staff - Casual P.T.	99
Staff Supervised Directly by the Accountant	3

Reporting Relationships:

A Upward

The Accountant is one of twelve positions reporting to the Director of Libraries. These include Assistant Director/Collections Development, Assistant Director/Processing, Assistant Director/Public Services, Library Personnel Officer, Systems Librarian, and, Librarians-in-charge of each of the Divisional/Professional Libraries (Business, Education, Engineering, Health Sciences, Law, Music and Natural Sciences).

Reporting is minimal and unstructured. Through meetings of the Office of the Director of Libraries, members are informed of difficulties and progress in all areas and contribute to the development of administrative policy.

B. Downward

Reporting directly to the Accountant are three positions:

1. Business Co-ordinator: Responsible to the incumbent for direct supervision and planning of the activities of the print shop, supply room, word processing services, equipment maintenance, and shipping-receiving. This position also maintains contact with commercial sales personnel and has considerable involvement in selection of equipment for purchase and/or rental.

2. Accounting Supervisor: Responsible to the incumbent for direct supervision and planning for three clerks involved in payment of accounts for the purchase of all library material (books, periodicals, binding, etc.), including related correspondence, and for the maintenance of appropriate records.

3. Office Services Supervisor: Responsible to the incumbent in confidential matters related to non-book purchasing, payroll, budget cost statistics, salary planning and accounts receivable; provides accurate and timely information to the library staff in matters relating to payroll, purchasing and accounting.

The Accountant is responsible to the Director of Libraries for hiring all the above positions, their personal development, performance appraisal, and recommends to the Director of Libraries matters regarding promotion, dismissal, etc. The incumbent exercises independence and freedom of action in the performance of key functions.

Frequent informal reporting interaction exists between the Assistant Directors on matters of common interest and concern. The Accountant serves as a resource person to the heads of Divisional/Professional Libraries on matters such as: equipment and other non-book requirements and purchases, budget requirements, and variences in salary budget utilization.

Function of Accounting and Business Services:

The Accountant is responsible for payment of all library book invoices after receipt of the material has been verified in the Order/Receiving Department. Invoices are proved, foreign currencies converted, amounts distributed by library and media for management information, and then submitted to DIAS keypunching for ultimate payment. The quality of record keeping on the part of many library suppliers is less than ideal with the result that problem solving and detailed checking are significant aspects of this function to avoid overpayments. Payments are prepared for book purchases, annual periodicals renewals, and several thousand miscellaneous payments for interlibrary loans. The total acquisitions budget is $2,005,761.

Under the supervision of the Accountant, payroll requisitions are prepared for 304 library staff paid monthly, and 99 casual staff paid weekly. Requisitions for full time staff salaries must be prepared monthly, with appropriate adjustments for additions, separations, and salary increases. Part time salaries are calculated from hours reported by the various supervisors, and the rates previously approved for each employee.

The Business section of the Accountant's Office functions as the purchasing arm of the Library for all non-book purchases. Other services provided by the Business section are printing of forms, stationary supplies, word processing services, equipment maintenance, mail and campus deliveries.

Key Functions and Responsibilities:

Key activities of the incumbent center around the financial planning process. Financial planning is a continuous process throughout the year involving frequent review of current expenditures, financial analysis, and evaluation of future plans. An example would be the monthly review of book orders and expenditures in cooperation with the Assistant Director for Collections Development and Processing to maintain balance between staffing and work flow.

Continuous financial planning provides a basis for budget preparation, within UWO guidelines and Library System goals and objectives. Frequent contact is required with the Manager, Financial Planning and Budgeting for clarification of policies and guidelines.

The incumbent keeps the Director of Libraries informed on the current status of the Library budget: reviews library expenditures monthly as a means of control, warns of potential crisis, or suggests the need for interim budget changes. The Library System's accounting system maintains records, reports, and analyses to facilitate this review. Original budget allocations may need to be changed in response to the adjustment of expenditures to special needs and emergency requirements, or changes in Library System goals and objectives.

The process of materials acquisition and preparation for users involves the purchase of approximately 40,000 discrete titles (monographs, periodicals, recordings, etc.).

Work flows must be maintained at a steady rate to fully utilize the Processing staff involved, and to avoid delays in making materials available to users. Because book publishing tends to be seasonal and delivery times tend to be inconsistent, organizing work flows and maintaining a balance between work loads and staffing is difficult. A predictive model for book receipts is being developed for use in planning involving the Assistant

Director/Collections Development, the Assistant Director/Processing and the incumbent.

The incumbent manages the approved operating budget, recommends budgeted operating expenditures, and examines and recommends unbudgeted expenditures for operating or personnel requirements.

The incumbent is closely involved with the Office of Director of Libraries in developing salary adjustment guidelines for the Library within general University guidelines, and coordinates the salary adjustment program for library staff. A major challenge of this exercise is establishing a scale for merit increases within UWO guidelines and taking into account performance appraisal ratings for 304 staff members.

The incumbent consults regularly with DIAS regarding computer and programming support requirements and budget implications.

The incumbent plans, develops, and recommends library adminsitrative procedures and provides advice to senior members of the Library System on a one-to-one or group situations.

The incumbent is a member of the following major committees within the Library System:

1. Office of the Director of Libraries: Consists of the Director of Libraries and Assistant Directors. It is the administrative policy and planning group for the Library System.

2. Executive Committee: Consists of all members of ODL and Librarians-in-charge of the Divisional/Professional Libraries. This group meets irregularly and is concerned with operational policy.

3. Librarian Classification Committee: Consists of Director of Libraries, Assistant Directors, one librarian, and a member of the UWO Personnel Department.

4. Accounting and Business Services Group: Consists of the incumbent and the three positions reporting to him. Bi-weekly meetings deal with problems and plans and review progress.

5. Incumbent is member, ex officio, of the Processing Management Team, Public Services Operational Group, and the Collections Development Assembly.

6. Department of Finance Staff: The incumbent attends weekly staff meetings of the Department of Finance where current plans, projects and problems relating to financial planning, fiscal operations, and operational policies for the University in the area of finance are discussed. The purpose of the weekly meeting is to maintain communication between the Department of Finance and The Libraries, as a major budget unit, with the expectation that such communication will be useful and beneficial.

Challenges:

Major challenges are:

1. Effective and economical use of financial resources despite declining budgets and increasing inflation.

2. Improvements in functional work flow procedures by identifying and eliminating unnecessary operations.

3. Awareness of changes in current library technology and financial implications.

4. Recommends balance in work load requirements for book purchases, processing staff, and services.

5. As a member of the ODL, the incumbent is responsive to expectations and changing needs of the users of the University Library System through provision of support services for the eight libraries, Processing and Collections Development.

Knowledge, Skills, and Abilities Required of the Position:

The position of Accountant requires management skills at a senior management level, knowledge of the interdependence and unity of library functions (building collections, processing materials, and providing services to users), effective working relationships with Library staff and University administrative staff, awareness of the functions and goals of Library departments and their operational needs, knowledge of University administrative procedures, and familiarity with the many aspects of modern Library technology.

Specific Accountabilities:

1. Assists the Director of Libraries in the evaluation and preparation of the Library System's final budget submission, and provides advice concerning a desirable balance in the use of financial and human resources among collection building, processing, and services.

2. Organize the data for the preparation of the initial Library budget.

3. Manage the approved operating budget, initiate budgeted operating expenditures, examine and authorize unbudgeted expenditures, following approval by the Director.

4. Provide for fiscal control by recommending the most productive and optimum use of available funds, and the adjustment of expenditures to special needs and emergency requirements. Errors of judgement and subsequent recommendations can have costly consequences and ramifications in the efficient utilization of library resources.

5. Contribute to the overall effectiveness of library support services by maintaining a general supervisory control over the functions through department or unit heads.

APPROVALS:

INCUMBENT: ____________________ DATE: ____________________

SUPERVISOR: ____________________ DATE: 17 Jan. [illegible]

DEVELOPMENT POSITIONS

Position Description

Case Western Reserve University
Cleveland, Ohio

Position Title: Director of Development for the School of Library Science and the University Libraries

Responsible to: Dean, School of Library Science; Director, University Libraries

Basic Objective

To improve the level of understanding of the programs and needs of the School and of the University Libraries among alumni, friends, foundations, corporations, government, and the community in general and thereby increase the involvement and financial support from these constituencies.

Principle Responsibilities

To support, serve and counsel the Dean of the School of Library Science and the Director of University Libraries, respectively, in the areas of fund raising, alumni and public relations, and communications.

The Director's primary responsibility is to help define goals and objectives in these areas, to develop both short and long-range plans, and to coordinate implementation of relevant programs. The Director recommends strategy, major tactical objectives, and specific program plans for the approval of the Dean and the Director, respectively, and of key volunteer leaders.

The Director coordinates operations and secures central University services necessary to support the School of Library Science and the University Libraries development programs, such as development information and services, deferred giving, foundations relations corporate relations, research administration, and

University Communications. The Director also helps to coordinate the Library Science and Libraries development programs with those of other University management centers and with the central Office of University Development.

Principle Duties

1. To develop and secure support for development plans for the School of Library Science and for the University Libraries.
2. To staff the School of Library Science RESOURCES Committee.
3. To staff the Friends of the University Libraries program.
4. To assist in the development of grant proposals to foundations, corporations, and government agencies.
5. To secure central University development services in the following areas:
    a) deferred giving, foundation relations, corporate relations, government grants (Office of Research Administration).
    b) Logistical services such as gift receipting, prospect research, mailing services, and alumni data management.
    c) External communications, including publications (University Communications).
    d) Special events (Office of the University Secretary).
6. To plan and implement production of brochures and other promotional materials to generate gifts and grants.
7. To develop and maintain a system of reference materials and a file of information about programs, goals and plans of the School and the Libraries.

8. To develop and maintain a system to track and follow up major gift prospects for the School and for the Libraries and provide services and information to donors and their families. This includes responsibility for validating and providing prospect and donor information to the central University Development files.
9. To utilize central University Development systems and other sources of data to report and interpret gift and grant income to the School and to the Libraries by source, program and purpose and render reports quarterly.
10. To serve as liaison between the School of Library Science and the University Libraries, respectively, and the Office of University Development - attend staff meetings, prepare reports, etc.

University Relationships

The Director reports to the Dean of the School of Library Science and the Director of University Libraries. The Director operates within development policies established by the University Trustees and in concert with plans formulated by the Office of University Development.

The Director coordinates operations and secures services to the School of Library Science and the University Libraries development programs from other internal fund-raising staff units.

The Director coordinates and utilizes the services for development purposes of other staff membersemployed in relevant roles within the School and the Libraries (annual giving, alumni relations, communications).

GENERAL LIBRARIES

EMORY UNIVERSITY, ATLANTA, GEORGIA

POSITION DESCRIPTION

TITLE:	LIBRARIAN, LIBRARY DEVELOPMENT PROGRAMS
DEPARTMENT:	Office of the Director
RESPONSIBLE TO:	Director of Libraries

GENERAL FUNCTION

Under general direction assist the Director of Libraries in library promotion and development with specific responsibilities in the areas of fund raising, public relations, Friends, promotional activities and special events.

SPECIFIC DUTIES

Plan, promote, communicate and implement the General Libraries' program for fund and friend raising; represent the General Libraries in such activities both on and off campus.

Develop and administer a General Libraries' public relations program; direct varied publicity efforts; coordinate and provide support for major library exhibitions, programs, receptions and special events.

Serve as Executive Director of the Friends of the Emory University Libraries.

Coordinate fund raising and developmental efforts with the University Development Office and provide liaison with other appropriate campus units.

Coordinate all activities related to encouragement, receipt, and handling of gifts of funds and materials, and to maintenance of donor records.

Coordinate all aspects of planning, scheduling, and use of the Schatten Gallery and related library promotion.

Recruit, train and supervise library volunteers.

Conduct special projects as assigned.

Participate in the work of library and University committees.

Perform related duties as required.

MINIMUM QUALIFICATIONS

Masters Degree in Library Science from an ALA accredited institution and some academic library experience. Demonstrated abiblity to work and communicate effectively with library personnel as well as all segments of the academic community and the general public. Knowledge of the Emory and Atlanta Communities.

7/30/79
8/1/81

PERSONNEL OFFICER POSITIONS

POSITION TITLE: Personnel Assistant (Library)

REPORTS TO: University Librarian

SUMMARY: Responsible for all library personnel matters relating to non-exempt staff and student assistants. Interpret and implement library's union contract and university's personnel policies. Represent library management in all union matters, including contract negotiations. Serve as a member of the library's planning/policy group.

POSITION FUNCTIONS:

Responsible for all library personnel matters relating to non-exempt staff and student assistants.

Interpret and implement library's union contract and university's personnel policies.

Represent library management in all union matters, including contract negotiations (chief spokesperson), grievances, and joint union-management job evaluation committee; advise and recommend action to management staff on all matters relating to the bargaining unit, such as preparing job descriptions and grievances.

Conduct training sessions in contract administration for library supervisors.

Prepare and monitor non-exempt and student budgets; coordinate the preparation of non-exempt and student payrolls.

Interview applicants for non-exempt and student jobs; advise library supervisors on hiring to insure compliance with EEO regulations.

Maintain personnel records for all non-exempt and student staff; initiate paperwork for all personnel changes; monitor performance evaluations to insure compliance with union contract and university regulations; maintain bargaining unit seniority list.

Provide orientation for new non-exempt staff.

Supervise and train library administration student assistants.

Prepare reports and compile statistics as needed.

Contribute to the overall planning for the total library system as a working member of the central planning/policy group of library administrators.

Keep current on developments in the field of labor relations and personnel through participation in professional associations and activities.

UNIVERSITY OF HAWAII, MANOA

TITLE: ASSISTANT TO THE UNIVERSITY LIBRARIAN, PERSONNEL, PLANNING & PROGRAMS

This position reports directly to the University Librarian. In a staff capacity, the position regularly advises and assists the University Librarian in the handling of on-going library administrative duties such as the budgeting process, all aspects of personnel administration, and the preparation of planning documents and statistical reports. Much of this work is delegated to the person in this position to be handled relatively independently.

Qualifications Required

This is a key position in the area of management/staff communications. The incumbent is often involved in facilitating solutions to personnel and job-triggered staff problems. The incumbent must possess tact and discretion. The incumbent in this position is selected for his/her demonstrated interpersonal, analytical, and verbal and written communications skills. The position as Assistant to the University Librarian requires dealing as a peer with all levels of professional librarians and with other University faculty and administrators. Thus, the incumbent must bring to the position at least five years experience, including supervisory responsibilities, in professional academic library work. This provides the comprehensive understanding of library operations, maturity of judgment and high credibility mandatory for effective performance in this position.

Responsibilities include:

Personnel

452

1. Plans, organizes and directs all personnel activities for faculty, Civil Service and student assistants for the University of Hawaii Libraries. Handles advertising, recruitment and selection procedures; coordinates processing of promotion and tenure applications; works with Department Heads and supervisors to analyze Civil Service positions; and writes justifications for all personnel actions submitted by the library to the University Personnel Office and the State Department of Personnel Services.

2. Supervises work of Personnel Clerk.

3. Consults with Associate University Librarians and department heads regarding personnel planning, staff evaluation and needs projections.

4. Coordinates and prepares responses to requests from University administration for specific data concerning staffing, operational cost analyses and other management reports.

5. Analyzes requests for student assistants and allocates the annual budget of student help funds.

6. Works with appropriate University administrators to interpret University personnel policies, applicable union contracts, and EEO/AA guidelines.

7. Plans and coordinates programs relating to staff orientation and development.

8. Acts as mediator in work related personnel situations; serves as ombudsperson for staff members.

Planning and Programs 45%

1. Works with the University Librarian in developing long-range planning goals, and budgetary priorities.

2. Prepares and writes specific studies, budget justifications, program proposals and reports as requested by the University Librarian.

3. Prepares responses to statistical surveys.

4. Acts as staff resource person to Library Administrative Council and Library Advisory Committees. Works with other library-wide and ad-hoc committees as appropriate.

Other 10%

1. Coordinates meetings of the Manoa Faculty Library Committee.

2. Edits internal library newsletter and acts as public relations liaison for library.

3. Performs other administrative duties as requested by the University Librarian.

UNIVERSITY OF HOUSTON LIBRARIES
JOB DESCRIPTION

Personnel Coordinator
Revised 7/10/81

SCOPE

Responsible for personnel management within the University of Houston Libraries, in accordance with University and Library rules and regulations and subject to the review of the University Personnel Director.

DUTIES

1. Serves as liaison to the University's personnel offices.
2. Determines needs of departments within the University Libraries regarding personnel and their orientation, training, and development.
3. Responsible for the coordination of necessary work relating to the clearance of positions, applications and correspondence about vacancies, authorization of employment, termination of employment, etc.
4. Coordinates the recruitment and selection of all library staff within the University Libraries and with the University's personnel offices.
5. Responsible for reference checks of potential employees.
6. Corresponds with unsolicited applicants.
7. Handles affirmative action reports and prepares all statistics for the University Libraries.
8. Reviews all requests for changes in job classifications and descriptions and submits approved requests after review to University personnel offices with recommendations in writing.
9. Responsible for the maintenance of personnel records for the staff of the University Libraries, including verification of time and payroll records for classified staff and student assistants, staff evaluations, and personnel development.
10. Interprets University and Library personnel policies to employees and others as requested.
11. Handles complaints, grievances, and suggestions related to personnel matters of Library employees as reported.
12. Counsels staff on personnel matters.
13. Conducts exit interviews with employees to determine possible causes of terminations, collect all University and Library property, complete all personnel forms, etc.

14. Establishes and maintains a program to orient all new staff to the University Libraries.

15. Develops training programs for new personnel and arranges in-service training programs for current employees.

16. Responsible for the administration of all staff evaluations.

17. Recommends internal policies pertaining to personnel management.

18. Performs related duties as assigned.

SUPERVISION

Received: Works under the general supervision of the Assistant Director for Administration.
Given: Supervises directly the Payroll Technician and assists in the supervision of other clerical and student office staff.

REQUIREMENTS

Education: MLS or MLIS with courses in personnel work and/or counseling preferred.
Experience: Five years of successively-increasing responsibility in librarianship, with some responsibility for personnel management preferred.
Skills and Abilities: Grasp of the techniques and principles of motivation, leadership, and communication; an ability to relate to people as individuals, conduct effective interviews, and render sensitive guidance in human problems; an ability to communicate verbally and in writing; and an ability to organize work effectively and establish and maintain effective working relationship.

WORKING CONDITIONS

Normal office environment. No special hazards. Usual 8-5 work day.

Approved: ______________________________
Assistant Director

____
Library Director

UNIVERSITY OF NOTRE DAME
UNIVERSITY LIBRARIES

POSITION TITLE: Personnel Officer, University Libraries

OCCUPATION CLASS: Level V Administrative Assistant

RESPONSIBILITIES:

Under general policies and procedures of the Provost and the University Personnel Office, the Personnel Officer is responsible to the Director of Libraries for formulating, recommending and coordinating approved general University and internal Libraries personnel policies, procedures and training programs as related to faculty, non-faculty and student employees of the University Libraries.

RELATIONSHIPS:

Performs the duties of this position under the direction of the Director of Libraries. With the advice and assistance of the Assistant Directors and the heads of the operational departments, is responsible for facilitating and coordinating the personnel operations of the University Libraries.

STATEMENT OF DUTIES:

Develops recommendations on personnel policies, procedures and training programs for faculty, non-faculty and student employees including job analyses, job descriptions, employee performance evaluations, affirmative action, staff development and personnel management programs. Carries out approved proposals and such ongoing personnel duties through participation in staff meetings and conferences, as a member of the Library Administrative Committee, and through submission of appropriate personnel data and reports.

Implements procedures for the coordination of the Libraries' personnel operations, participating in library planning, budgeting and policy formulation as necessary. Carries out such duties through participation in staff meetings, committees, conferences and consultation with appropriate library faculty and staff.

Conducts ongoing evaluations of the personnel operations of the University Libraries to achieve fullest possible conformity with the Libraries' objectives. Modifies and adapts the personnel operations to meet changing needs and departmental goals with continuing efforts to optimize the personnel operations of the future.

Provides a liaison with the University Personnel Office and coordinates all personnel policies and programs with the appropriate University Personnel administrators. Interprets personnel policies and procedures of the University Administration and the University Libraries to the library faculty and staff.

Assists supervisors and individual faculty and staff in the resolution of problems.

Advises the Assistant Directors and department heads on personnel problems and arranges corrective action.

Assists the Assistant Directors and department heads in revision and updating of personnel staffing for organizational effectiveness.

Assists the Business Manager, with the advice and cooperation of the Assistant Directors and department heads, in the preparation of the recommended personnel budget for the University Libraries.

Assists the Director, Assistant Directors and library faculty in recruiting activities by: (1) placing recruitment advertisements in professional journals and periodicals, and with professional organizations; (2) directing the maintenance of dossiers of applicants and candidates; (3) overseeing assembly of reports of search committees and of the Committee on Appointments and Promotions; and (4) overseeing logistical arrangements for travel and stay on campus of interviewees. Coordinates necessary recruiting activities for non-faculty personnel for the University Libraries.

Controls and personnel records for the University Libraries and oversees the clerical activity involved with the maintenance of such records; interviews and screens non-faculty and student employees; assists Assistant Directors in the recruitment of professional staff; and processes forms concerned with hiring, payroll, performance evaluation, promotion, transfer, discipline, leave, retirement and termination of all employees.

Serves as administrative liaison with the Library Staff Committee.

Prepares special reports as required on personnel matters.

Other duties as assigned.

QUALIFICATIONS:

Bachelor's degree, preferably in business administration or related area, normally is required, although work experience in personnel and at least two years of college may be substituted for the degree requirement. Two years of personnel work experience is highly desirable.

ACCOUNTABILITY:

Successful operation of the Libraries' personnel administration responsibilities as described above.

April 1980

THE PENNSYLVANIA STATE UNIVERSITY

Position No. 13-C77-01
February 9, 1978

Position Description

Title: Personnel Coordinator - University Libraries

Classification: Staff Exempt

Department: University Libraries, Pattee Library

Function of Position:

Responsible to the Dean of Libraries for personnel aspects of library operations, including coordinating academic recruitment, hiring and promotion and tenure procedures, and administering the personnel program for graduate assistants, staff exempt, staff nonexempt, clerical, technical service and part-time support staff.

Principal Duties and Responsibilities:

3%

1. Responsible for recruitment procedures, advertisement, referral and interview arrangements for library faculty and graduate assistants in consultation with appropriate academic administrators.

2. Responsible to develop and maintain the library staff exempt, nonexempt, clerical, technical service and wage payroll work force through recruitment, advertising, interviewing, and evaluating applications for referral.

3. Responsible to coordinate implementation of the annual review cycle for academic promotion and tenure, insuring that all Library and University guidelines are met. Establish timetables, assist appropriate academic administrators in familiarizing faculty members with criteria, expectations, and evaluative methods, and with obtaining data, reviewing biographical information, and assembling dossiers for review.

4. Serve as resource person on personnel matters for various library committees, particularly those involved with promotion and tenure matters.

5. Establish and maintain close liaison with the University Office of Personnel Administration; serve as the Dean's Personnel Representative on the University Personnel Committee.

6. Insure University Libraries' compliance with University personnel policies and procedures and with equal opportunity guidelines, labor laws, and welfare and safety regulations; insure implementation of the University Affirmative Action Program. Consult on, interpret, and disseminate policy information; identify problem areas; provide data for goals and timetables. Maintain effective internal auditing and recording systems for necessary report data.

7. Responsible for maintaining the Libraries' job classification system for staff, clerical, and technical service positions, so that job descriptions are current and accurate; work with supervisors to compile information and write descriptions. Coordinate with Salary Administration and Classification for review meetings, evaluations, and procedures for establishing or changing positions, according to evaluation results.

5%

8. Administer personnel matters such as posting jobs, accepting bids and referring applicants; coordinating leaves, education benefits, retirements and terminations. Arrange hiring, starting dates, learning periods, etc., with supervisors and Employment Division. Explain policy, benefits, salary deductions and learning periods to new employees. Conduct exit interviews.

5% 9. Administer non-academic performance evaluation programs. Recommend methods of improving evaluation programs, work measurements and performance standards.

10. Advise supervisors and employees, consult and interpret on personnel policy matters. Counsel and refer non-academic employees on working problems, academic programs, transfers and promotions, etc. Handle disputes and grievances.

11. Responsible for custody of personnel files to assure confidentiality of records. Insure that personnel papers, forms and other records are submitted and completed as required. Sign personnel documents for Dean.

12. Propose and implement staff orientation programs. Consult with appropriate academic administrators and supervisors, select participants and arrange for enrollment in training programs, develop and implement training follow up. Study need for development and in-service training, plan and develop programs with committees and supervisors; evaluate effectiveness.

13. Consult with Associate and Assistant Deans regarding position control and realignment to interpret staffing needs and determine alternatives for most effective manpower utilization.

15% 14. Develop and coordinate Libraries' participation in Federal College Work/Study Program with Office of Student Aid. Advise supervisors in preparation of proposals and regarding regulations. Insure hiring procedures are followed and appropriate papers submitted.

15. Assist CCL Coordinator in advising and consulting with Commonwealth Campus librarians on personnel matters affecting them.

16. Conduct periodic meetings; keep supervisors and employees informed regarding current personnel matters.

17. Coordinate collection of reports and statistical records. Assemble and analyze data, prepare reports. Answer surveys and questionnaires; receive requests for employee history; answer or refer.

5% 18. Supervise administrative office clerical staff. Consult with appropriate administrators in preparing performance evaluations.

19. Perform other duties as assigned.

Supervision Received:

Duties are performed under general direction and the employee plans and arranges own work which is directed toward an established objective. Employee determines action to be taken handling all but unusual cases. Knowledge of established policy, procedure and practice is required.

Minimum Qualifications:

Bachelor's degree (or equivalent) preferably in management, plus two to four years of effective experience in personnel administration, labor relations or related field, with knowledge of academic library administration and operation.

PRINCETON UNIVERSITY Job Description

TITLE Personnel Librarian

I REPORTING RELATIONS

The Personnel Librarian reports to the University Librarian for all matters relating to the day-to-day personnel activities of the Library. He/she shall be guided by the personnel policies set forth by the Director of Personnel and Dean of the Faculty and will consult with them as appropriate on policy matters.

II POSITION SUMMARY

Provide all personnel services for the professional, support, administrative, and student personnel within the Library. This includes responsibility for employment, staff development, salary and classification, affirmative action, benefit administration, records, hourly and student employment and special studies.

III MAJOR RESPONSIBILITIES

a) Employment: Meets with University Librarian and Supervisors to plan staffing needs, develops recruiting specifications, and consults on timing, salary and special requirements. In filling specific job openings works with supervisors to conduct appropriate searches and schedules interviews for potential candidates. Works with the Office of Personnel and Dean of the Faculty, as appropriate, in coordinating advertising and interviewing of candidates, reference checking, proficiency testing, screening and/or channeling of resumes, and compiling supporting data for relevant decision makers. Provides orientation for new staff members.

b) Staff Development: Counsels with staff on their current career development, explains promotional and transfer opportunities both inside and outside the Library, and advises on training needs. Works with supervisors in evaluating staff performance. Assists in fostering better communications between staff and supervisors. Assists in the handling of staff grievances.

c) Salary and Classification: Within guidelines, establishes classification and salary levels for administrative and support staff and recommends to the University Librarian salary and rank for new professional employees. Works closely with the University Librarian, the Office of Personnel Services and the Dean of the Faculty in preparing proposals for annual salary adjustment to the Priorities Committee.

d) Affirmative Action: Oversees and monitors the Affirmative Action Program for the Library. Reviews with the University Librarian, the Affirmative Action Officer, the Dean of the Faculty, and the Director of Personnel those affirmative action policies and special problems of affirmative action that pertain to the Library.

e) Benefit Administration: Explains the University's Benefit Program to all new staff and assists in counseling staff on benefit problems. Recommends to the Director of Personnel suggested changes or modifications to the Benefit Program.

f) Records: Maintains the appropriate personnel files and time records for the Library.

g) Hourly and Student Employment: Monitors the employment of students and other individuals employed on an hourly basis.

h) Special Studies: Undertakes for the University Librarian special studies relating to the Library's personnel needs.

PERSONNEL & STAFF DEVELOPMENT

FUNCTIONS OF THE OFFICE:

-to assist the Director of Libraries and other library administrators [illegible] the recruitment, selection, hiring, evaluation, and termination of Central Library System staff

-to make the administration and staff of the Central Library System aware of appropriate University personnel policies and procedures

-to function as a resource person, for management personnel within the Central Library System, with respect to personnel related responsibilities

-to assist employees of the Central Library System in becoming aware of the benefits and services to which they are entitled

-to assist employees of the Central Library System, as requested, in completing forms required by the university for various personnel related services

-to plan, initiate, and maintain a comprehensive staff development plan within the Central Library System

10-13-80

PERSONNEL & STAFF DEVELOPMENT

GENERAL ADMINISTRATIVE RESPONSIBILITIES:

-to assist the Director of Libraries in achieving the goals and objectives of the Central Library System

-to participate in the discussions of the Administrative Council and advise the Director of Libraries on the establishment of system-wide policies and procedures

-to participate in the formulation of personnel policies specific to the Central Library System

-to interpret and communicate within the Central Library System the personnel policies and procedures established by the University Administration and the Director of Libraries

-to serve as liaison between the University Personnel offices and the Central Library System

-to represent the Central Library System administration in matters related to labor negotiations

-to maintain personnel records as required by law and according to university policy

-to assist the Director of Libraries in the preparation of the annual budget

-to plan and implement with the assistance of the appropriate committees of the AAL and TULSA and with the approval of the Director of Libraries a staff development program

-to bring to the attention of the Director of Libraries personnel and morale problems and to assist in identifying solutions to those problems

-to become familiar with and keep informed of professional developments related to one's responsibilities

-to perform other duties as assigned by the Director of Libraries

OPERATIONAL RESPONSIBILITIES:

- to develop procedures for implementing University and library personnel policies within the Central Library System
- to serve on all search committees for professional positions and provide staff support for this function
- to prepare all forms related to the hiring and termination of all employees of the Central Library System
- to gather data and prepare reports as required by legitimate internal and external bodies
- to insure that personnel office correspondence is handled in a timely fashion
- to develop a mechanism for the on-going evaluation of staff development needs
- to keep staff informed of both internal and external development opportunities
- to establish a system for reporting staff attendance

THE UNIVERSITY OF WESTERN ONTARIO

Position Description

POSITION:	Library Personnel Officer	INCUMBENT:	
DEPARTMENT:	Personnel Office, The Libraries	DATE:	June 1979
REPORTS TO:	Director of Libraries	CLASSIFICATION:	Hay Grade

GENERAL ACCOUNTABILITY:

The Library Personnel Officer is accountable to the Director of Libraries for administrative and management support in matters related to recruitment, staffing, training and development, and counselling of library staff. Assists in the definition, recommendation and interpretation of University and Library policy and acts as a resource person for library supervisors, unit and department heads. Conducts an on-going orientation and induction program for new regular full time administrative staff.

DIMENSIONS:

No. of libraries	8
No. of staff (Personnel)	3
Total full time staff	285
Total part time staff	(varies during time of year approximately 125)

NATURE AND SCOPE:

The Office of the Director of Libraries is composed of the Director, Assistant Directors, Coordinator of Planning, and Accountant. The Office of the Director of Libraries meets weekly to act as the senior administrative team for the Library System. Incumbent maintains regular informal contact with ODL members to facilitate personnel requirements.

REPORTING TO THE LIBRARY PERSONNEL OFFICER ARE TWO POSITIONS:

LIBRARY ASSISTANT - who assists in recruiting, counselling and general employment services to library staff as delegated (40%), provides secretarial services (10%), and is specifically responsible for the collection and maintenance of the Staff Crossover records for Management Information systems (50%).

CLERK II - who provides typing services, reception duties, maintenance of absence records, inputs personnel data to produce computerized printouts and statements, and furnishes information to staff and job applicants.

This position has the responsibility of providing a recruiting, screening and advisory-referral service to all departments in order to satisfy the support staff needs of the Library System. Input to hiring librarians includes responsibility for advertising, screening and acknowledgement of applications, communicating university policies and procedures to applicants, and serving as a member of the Advisory Selection Committee set up for the purpose of interviewing candidates for vacancies.

It directs the daily operation of the Personnel office and staff, establishes new programs, goals and priorities, and improved routines as required.

Incumbent is responsible for the maintenance of timely, accurate personnel records for the total (full time and part time) staff, scrutinizes and has signing authority for documentation relating to hiring, status and salary changes; conducts exit interviews for the purpose of informing staff member of termination benefits, and to gather information of their perception of themselves as library staff members. This information is used to assess future staffing requirements and gives direction to the Library Personnel Office's efforts to reduce turnover levels.

When a position is eliminated for financial or job redundancy reasons, the incumbent is involved in the placement of the qualified staff member in another position on campus. If a position is unavailable on campus, counsels and assists the staff member in securing employment elsewhere in the locality.

The Library Personnel Officer serves as a leader-advisory for supervisory workshops and is involved in developing a matrix for a needs assessment in order to identify, assign priority and select the needs to be resolved (which may or may not involve training). These are presented to Assistant Directors, D/P Librarians, and unit and department heads, and are provided on a continuing basis. They cover areas such as employee interviewin management skills, performance appraisal, absenteeism, and job counselling techniques. Refresher and advanced courses are developed as required.

This position provides complex statistical reports on a quarterly and annual basis to the Director of Libraries. Prepares detailed summaries, charts, profiles pertaining to staffing activities (i.e. turnover levels, absentee figures and reasons) and questionnaires to ascertain training requirements. Updates employment data for planning purposes.

The Library Personnel officer serves as staff counsellor providing confidential interviews with staff at any time to discuss personal or work related problems. Areas covered include personality conflicts with supervisors or collegues, concern about job security during periods of reorganization, desire to transfer, and personal problems which may be adversely affecting attendance and productivity. Counselling activity provides an unbiased, objective, confidential sounding board for staff to use in ventilating problems and is an important function of the position.

To fulfil her/his responsibilities, incumbent requires a specialized but detailed knowledge of UWO personnel policies and procedures, and changes in government legislation. Extensive knowledge of the library system organization necessary in order to efficiently meet the unique staffing requirements.

Incumbent is expected to attend courses and workshops to increase managerial skills and to keep up-to-date with new methods of selecting and counselling staff.

As directed by the Director of Libraries, this position administers the annual performance appraisal program and monitors the support staff job classification program. Incumbent is trained in the Hay System of Job Classification and assists staff at all levels in writing job descriptions; reviews and reclassifications are processed through the Personnel Department as requested by library department heads.

Meetings are attended as required at the Executive Committee to review and provide input to all major plans, policies, and developments in the University Library System.

Internal contacts involve the total staff of the Libraries, external include campus contact such as student job applicants, University Personnel Services, Placement Office and the School of Library and Information Science.

Off campus contacts include Manpower and Immigration, Office Overload, Womanpower, Guidance Directors of all secondary and Technical Schools, Fanshawe College, Ministry of Labour, and the Department of Immigration.

Human relations skills, creativity, diplomacy, flexibility, and a cooperative "team approach" attitude are paramount in this position.

Incumbent serves as guest lecturer at the School of Library Information and Science for the purpose of instructing graduating students in the preparation of resumes, job hunting skills, and techniques of preparing for interviews. Information is given on the nature and scope role of the personnel department in the library system.

SPECIFIC ACCOUNTABILITIES:

The general accountability of this position requires the Library Personnel Officer (The Libraries) to:

1. Provide administrative support to the Director of Libraries in personnel matters related to staffing, training and counselling, and to carry out special assignments as directed.
2. Direct over-all operation of Library Personnel Office to ensure efficient and timely personnel services for all staff, and to maintain good relations and communication with the University Personnel Department.
3. Achieve effective management utilization of human resources in the library system by assisting the unit and department heads in staffing administration, and by recommending and interpreting library and university policy.
4. Ensure the development of human resources by recommending and facilitating training programs for staff. Areas covered are interviewing, performance appraisal and counselling techniques, and workshops are conducted for Assistant Directors and Supervisors on a continuing basis.
5. Provide a confidential unbiased sounding board for staff by serving as staff counsellor.
6. Be a resource person to library staff in all personnel-related areas.
7. Prepare and present quarterly and annual statistical reports to the Director of Libraries.
8. Maintains and conducts an effective orientation induction program for new employees.

APPROVALS:

Signature of Incumbent — Date [illegible] 1979

Director of Libraries — Date

PLANNING AND RESEARCH POSITIONS

RESEARCH AND PLANNING LIBRARIAN

The Research and Planning Librarian is a staff position reporting to the Director of Libraries and it involves several areas of administrative responsibility. The job duties are assigned by the Director and include special projects on an ad hoc basis as well as permanent areas of responsibility. These include:

1. Preparing comparative statistics, narrative reports, and justifications to be used in the Budget Request process.

2. Serving as a member or staff for various Statewide committees related to the funding of libraries. Specific duties in this area include preparation of statistical and narrative information about the UCB Library system for Statewide input.

3. Participating in the long range planning of the Libraries as a member of the Libraries' Administrative Group.

4. Reviewing library systems, procedures, or operations as directed by the Associate Director or Director of Libraries.

5. Working with library faculty and staff as requested by the Director on appropriate ad hoc projects.

6. Collecting, analyzing, and reporting library statistics to University, State and national agencies.

7. Responding to questionnaires and other requests for general information directed to the Libraries.

8. Working closely with the Data Processing Librarian, as appropriate, in reviewing library operations or procedures.

9. Serving in the role of administrative assistant to the Director when appropriate.

The Research and Planning Librarian works closely with other members of the Library Administration and has no supervisory authority or responsibility.

12/80

COLORADO STATE UNIVERSITY LIBRARIES

JOB DESCRIPTION

DATE: March 31, 1981

TITLE: Assistant Director of Libraries for Research Services.

GENERAL DESCRIPTION: Under the immediate supervision of the Director of Libraries, is responsible for the research and development program for the Libraries, in which operations proposed for upgrading are studied, recommendations are made, and procedures are tested and implemented.

DUTIES: Responsibilities are summarized as follows:

1) (12%) Evaluates activities of Public, Resources and Technical, and Special Services Divisions;
2) (15%) studies the literature appropriate to the assignment, especially in application to Libraries procedures;
3) (11%) carries on long-range planning in consultation with the Director;
4) (18%) prepares study proposals and implements projects and programs around them;
5) (20%) handles liaison with related agencies on or off campus;
6) (24%) advances staff communications or work relating to research and development, and prepares reports which may be disseminated beyond the organization.

QUALIFICATIONS:

1) Graduate library degree;
2) several years of academic library experience, including administrative background and data processing study and practice.

23 February 1976

POSITION DESCRIPTION

Position Title: Coordinator of Planning
Administrative Services Division

Organization: University Library System
The University of Western Ontario

Incumbent:

Date Written: February 13, 1976

Position Reports to: Director of Libraries

General Accountability:

The individual holding this position is responsible for coordinating the development of a comprehensive, strategic planning program for the University Library System. A key component of this responsibility is the continued development and refinement of the Library System's Management Information System.

The Coordinator of Planning is also responsible for working with the Director of Libraries in the evaluation and presentation of Library System Space needs.

The incumbent serves as Chairman of the Data Base Project Team for the Library System.

Dimensions:

The University Library System is comprised of eight libraries serving the academic programs of the University of Western Ontario. The Management Information System and Planning are concerned with the optimum allocation and expenditure of library resources to maximize service to the University Community. Approximately 350 F.T.E. library staff members and a library budget of $4.5 million are involved annually. The Management Information System and Planning relate to all aspects of Library System operation. The Management Information System provides and analyses data concerning inputs to and outputs from the Library System. The MIS is a basic planning tool and is used to distribute budget allocations by Faculty for University budget preparation. It also serves as a source of data for special reports related to the expenditure of library budget and human resources. The MIS Project involves coordination of a team of individuals responsible for key aspects of production of the MIS report. Included in the team, in addition to the Coordinator of Planning, are:

G. Almond - Department of Information Analysis and Systems
H. Gilmour - Library Business and Accounting Office
S. Munro - Library Personnel Office
B. Tinsley - Library Planning Office

The Planning process involves all levels of Library System management. The Coordinator of Planning is concerned with ensuring that Library System plans are comprehensive, consistent and cohesive. To this end, it is the responsibility of the Coordinator of Planning to identify policy and planning needs and focus attention on the related problems. The incumbent is expected to establish formalized planning systems, where necessary, and assist in the implementation of these systems.

As Chairman of the Date Base Project Team, the incumbent is responsible for coordinating the automated information services being developed and provided by the University Library System. These responsibilities include coordinating policies, developments, and procedures that relate to the interfacing of the reference and technical aspects of data base information services. The Project Team is composed of a working group of representatives drawn from the various libraries offering data base services.

Educational Qualifications and Expertise:

The position requires a degree in Library Science and four to eight years of responsible library experience in more than one area of library work. The primary requirements of this position include:

1) Knowledge and understanding of the strategic objectives of the University Library System,
2) A comprehensive knowledge and understanding of the functions and goals of the various departments and units that comprise the University Library System,
3) An understanding of the organizational structure, operations, policies and procedures of the University Library System,
4) A demonstrated planning and analytical ability,
5) The ability to foresee and analyse the impact of changes on the development of the University Library System,
6) A knowledge of quantitative and systems analysis and the application of these techniques in the library environment,
7) Familiarity with other library systems in the province for comparative purposes,

8) An ability to examine decisions and developmental plans for their impact on the people involved,
9) An ability and willingness to communicate and deal effectively with people,
10) An ability to work as an effective member of a team,
11) A familiarity with and understanding of the University Community,
12) Knowledge of computer information systems, with particular reference to on-line data base systems and services,
13) Familiarity with computer hardware and data communications systems.

Relationships:

The Coordinator of Planning reports to the Director of Libraries. It is expected that the individual holding this position will be free to propose management planning techniques and assist the Director of Libraries in the planning process. It is fundamental to the success of this position that the incumbent not be restricted by organizational structure and that the function be established to maintain objectivity and be independent from Divisional biases. It is also important that the Coordinator of Planning have unrestricted access to all Library System policy and data information.

It is expected that the individual holding this position will be responsible for maintaining an overview of the policies and operations of the University Library System and will be free to identify Library System, Division, Library, or Unit policy and planning needs and bring these to the attention of the Director of Libraries and the members of the Office of the Director of Libraries.

The Coordinator of Planning serves as a resource person and consultant to any manager in the Library System requiring planning assistance.

One staff member, the MIS Assistant (Hay 11), reports to the Coordinator of Planning.

External Contacts:

The Coordinator of Planning may, as necessary, establish and develop contacts with individuals from other University Departments or members of the library community from other University Library Systems. It is expected that the Coordinator of Planning would be called upon, from time to time, to serve on external University or Provincial committees.

The Chairman of the Data Base Project Team represents the Library System in communications with Data Base suppliers and with other Ontario Libraries or U.W.O. departments/Faculties offering similar services. The Chairman represents the Library System on the School of Library and Information Sciences' Automatic Bibliographic Control Laboratory Committee.

Specific Responsibilities:

1) coordinate the development of a comprehensive, strategic planning program for the University Library System
2) coordinate and provide leadership for the continued development and refinement of the Management Information System
3) propose management planning techniques to assist the Director of Libraries (and the members of the Office of the Director of Libraries) in the planning process to improve and maximize library services, with emphasis on relating needs and goals to available resources

4) assist in the evaluation of needs and the effectiveness of library services

5) obtain, compile and analyse data from various departments and units relating to the Management Information System and other planning activities

6) prepare special reports, for internal library system use or for other University planning groups

7) serve as a member of the Office of the Director of Libraries, the Management Team and other established committees (ex officio) that are or may be related to the planning process

8) work with the Director of Libraries to determine individual library space needs and prepare statements of library system space needs to be presented to the appropriate University committees

9) provide planning advice and assistance to those managers and supervisors requiring it

10) serve as Chairman, Data Base Project Team and as Chairman coordinates policies and developments relating to data base evaluation, training needs, publicity, the relationship of costs and user charges, equipment rental and purchases and evaluation of the services being provided

11) explore and develop cooperation with other University Libraries and within the University Library System as it relates to data base services

THE PLANNING AND SYSTEMS DEPARTMENT

The role of the Planning and Systems Department is being revised in order to clearly define its responsibiliities within the Library System and the relationship of the Department with the Department of Information Analysis and Systems.

The Planning and Systems Department will be responsible for coordinating, within the Library System, the overall design and development of the integrated system. The Department will work with system development committees and will take an active role in the definition of specifications for the various subsystems to ensure that the subsystems, being designed by individual departments or committees, are consistent with the overall plan for the integrated system. In instances where conflicts in priorities for design, development and implementation are identified, the Planning and Systems Department will be responsible for attempting to resolve the conflicts by means of meetings or by bringing them to the attention of the Director of Libraries and ODL.

A major responsibility of the Planning and Systems Department will be day-to-day communication with the Assistant Director of the Department of Information Analysis and Systems. The Planning and System Department will document system priorities for presentation to DIAS (e.g. R. Lee and R. Morton with G. Harris and the Library Project Manager) to ensure that confusion does not arise concerning these priorities. The Department will also be responsible for monitoring the development of each subsystem and for reporting their development to members of ODL and other relevant library staff members.

The Planning and Systems Department will be responsible for performing systems analysis tasks and special studies within the Library System at the request of individual department heads, members of ODL, or the Director of Libraries. In this role, the Department will provide advice and technical assistance to those requiring evaluation of current methods and procedures. In the event that the need for improved systems or procedures has not been identified, it will be the responsibility of the Planning and Systems Department to bring this need to members of ODL.

The current responsibility for maintenance of computer and computer-related equipment within the Library System will be expanded to include responsibility for coordinating the selection, acquisition and allocation of computer and computer-related equipment.

The Planning and Systems Department will continue to be responsible for coordinating the scheduling of computer runs, communication of these schedules to DIAS and other vendors, for monitoring output received, and for communicating systems problems to DIAS operations and programming.

July 30, 1980

SYSTEMS ANALYSIS POSITIONS

BRIGHAM YOUNG UNIVERSITY

POSITION DESCRIPTION

Position: . Library Systems Analyst	Incumbent:
Organizational Unit: Library/ Library Automation and Systems Office	Reports To: Assistant Director of Libraries for Technical Services

Date Prepared: September 15, 1930

Position Purpose

This position is accountable for promoting the capability of the Library to use computerized systems and for finding more economical and efficient ways through use of automated systems to perform Library procedures.

Dimensions

Library Computer Budget	. per year
Personnel Directly Supervised	1 full-time administrative 1 full-time staff 3 part-time students
Equipment Controlled	2 IV Phase key-to-disk terminals Tape Library of 100 tapes 9 terminals
Serves	All areas of the Library having or needing automation

Nature and Scope

This position reports to the Assistant Director of Libraries for Technical Services.

Reporting directly to this position are:

Applications Programmer (full-time administrative) who writes computer programs for Library systems.

Secretary (full-time staff) who does routine secretarial work and operates the IV Phase key-to-disk system.

Applications Programmers (3 part-time students) who write computer programs for Library systems.

The position of Library Systems Analyst was established in the late 1960's to develop automated systems for the Library. The position recommends, develops, designs, implements, and maintains a variety of computerized systems for the economical and efficient performing of Library procedures. The position is engaged in a number of automation projects including automated Serials and automated indexes (e.g., Phono Disc Catalog, Geology Series Index, Series Decision, etc.). Future projects may include additional automated indexes, an automated acquisition system, a computertized accounting system, and an online card catalog.

The position requires a masters degree in Library Science; a good understanding of how the whole Library operates; a degree or equivalent training and experience in computer programming; programming abilities in COBOL, PL/1, Easytrieve, HONCHO, and Assembly languages; systems analyst background; oral and written communications skills; and supervisory ablities.

Duties of the Library Systems Analyst

1. *Serves as consultant on the feasibility and practicality of new systems*
2. *Designs new systems*
3. *Maintains existing systems*
4. *Writes comptuer programs particularly in PL/1*
5. *Resolves all systems problems and answers questions related to the operation of systems*
6. *Hires, trains, and supervises employees of the Library Automation and Systems Office*
7. *Determines work priorities*
8. *Projects automation costs and plans budgets for automated systems*
9. *Educates librarians in the library to use automated systems*
10. *Reports the results of systems work in professional journals*
11. *Keeps current on all developments of new systems for libraries*
12. *Deals with vendors of hardware and software used for Library automated systems*

The major challenge to the position is to improve the performance and service of the Library by promoting and implementing the use of automated systems.

The position routinely makes decisions regarding the technical aspects of design, implementation, and maintenance of automated systems. The position confers with the Assistant Director of Libraries regarding finances for the purchase and development of systems and regarding the promotion of specific worthwhile systems.

The individual attends professional meetings of the Utah Library Association and the Utah College Libraries Consortium. In addition the incumbent maintains professional contacts with other library systems analysts and with vendors.

Major Accountabilities

1. Ensures that only worthwhile and effective automated systems are installed in the Library by recommending and designing new systems.
2. Contributes to the effective performance of Library procedures by implementing and maintaining automated Library systems.
3. Assists in accurate budgeting for automated systems by projecting automation costs and planning budgets.
4. Enhances the effectiveness of automated systems by educating librarians to use automated systems and by resolving all problems that develop with automated systems.
5. Maximizes the effectiveness of monies spent for Library automated systems by keeping abreast of all new developments in systems for libraries.
6. Maximizes the effectiveness of the Library Automation and Systems Office by hiring qualified employees, providing them with adequate training, determining their work assignments and supervising their activities.

UNIVERSITY OF CALIFORNIA, SAN DIEGO

JOB DESCRIPTION--PRINCIPAL ADP SYSTEMS ANALYST

Under direction of the AUL-Technical Services manages the Systems Department, in a manner consistent with the policies, goals, and objectives of the Library, to develop and implement EDP systems for complex library applications. This effort is directed toward realizing the systems described in the Library Master Plan (i.e. The University of California Libraries: A Plan for Development) as well as supporting on-going UCSD librarywide systems.

Plans activities with the Library administration and contributes to decision making regarding Library policy, planning, operations and systems development in both librarywide and systemwide contexts. Attends Library department heads meetings, works on Automated Systems Planning Team, committees and other miscellaneous assignments. Estimates and monitors automation budget. Other responsibilities include unit staffing, supervision of two ADP Systems Analysts and any required training. Represents Library on CISB* and coordinates library computer applications with Computer Center and other agencies. (40%)

Participates in the planning and development of the University-wide Library System. Serves on systemwide committees as a technical resource and/or a campus liaison. Works with the Library administration and staff in relation to these assignments. Assists with the implementation of the campus components of the Universitywide Library System. (15%)

Designs and implements library computer systems. Performs, or supervises, analysis of systems and functions within the Library. Consults and works closely with Library staff to develop new or improved applications. Reviews and/or performs systems and program design including coding, testing, implementation and documentation. Interfaces librarywide systems with Universitywide systems as required. Designs and evaluates hardware configurations and software packages. Prepares cost estimates. (30%)

Oversees and actively supports operational systems. Maintains programs, produces special or infrequent output. Backs up key operating staff and assists users of the systems. (5%)

Keeps abreast of hardware and software changes, technological developments, new applications and various other developments on the campus, systemwide, nationally and in library and data processing literature. Information about library automation and the emerging National Library Network is stressed. (10%)

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*Campus Information Systems Board

DUKE UNIVERSITY

POSITION DESCRIPTION

POSITION: Systems Analyst, Head, Library Systems DATE: November 14,1980

OCCUPATIONAL SUMMARY:

Under the direction of the Assistant University Librarian for Administrative Services, supervises and coordinates the activities of the Library Systems Department staff in adapting library operations and procedures to electronic data processing methods. Assists library managers in systems analysis, planning, development and improvement of manual and automated library operations.

WORK PERFORMED:

Analyzes University Library operations and procedures to determine feasibility of adapting manual procedures to computer applications or to recommend improvements to current manual or automated operations. Designs and coordinates the development, implementation, revision and continued operation of library computer applications systems.

Assists library managers in planning and designing future library wide integration of various machine readable bibliographic records and automated library operations. Serves as liaison between staff in the Library Systems Department and other departments in the University Library.

Supervises and coordinates the activities of the Systems Department staff in developing, modifying and maintaining computer programs; in transcribing data from source material onto computer cards and magnetic tape or disks; and in running all jobs and reviewing and distributing output.

Plans and schedules work for the Department, ensuring proper distribution of assignments and adequate manning, training, space and facilities for subsequent performance of duties.

Recommends various personnel actions including, but not limited to, hiring, firing, merit recommendations, promotions, transfers and vacation schedules. Conducts employee evaluations and maintains personnel records as required.

Prepares and maintains form and procedure manuals to effect implementation and continuing operation of computer application systems. Develops standards for system design, documentation and application programs to these same ends.

Maintains statistical records on the work of the Department; analyzes and reports on progress and plans of Library Systems and makes recommendations on future operations.

Maintains liaison with representatives of other University data processing operations, professional organizations and equipment manufacturers to ensure utilization of current principles and techniques.

Serves on Library, University, Triangle Universities and other professional committees as opportunity and occasion arises.

Performs other duties and special projects as required.

INCUMBENT:

NEW YORK UNIVERSITY

4/26/78

SYSTEMS ANALYST

POSITION DUTIES

1. Summarize the general purpose or basic function of your position.

   Examples:

   Direct the operational, financial and personnel activities of the Physical Plant

   Provide placement counseling service for students and alumni

   Advise the library administration in the formulation of policies affecting library automation. Administer existing policies. Devise and implement computer systems to improve the utilization of resources in Bobst.

2. Describe the specific duties which you perform in the normal course of your work. List the duties in order of their importance and indicate the approximate per cent of time applied to each duty over the course of a year. In describing your duties be specific and avoid generalities such as "attend meetings", "manage people", "prepare paperwork".

Position Duties (In order of importance)	Approximate percentage of time applied over a year
Directing and monitoring all phases of internal and external computer systems currently in existence at the Bobst Library. Consulting, advising the Dean's office on the current status and future goals of computer operations in the Library. In consultation with those concerned, both within (Department/Division heads, and other staff members) and without the Bobst Library, planning and developing means to resolve current problems and needs.	50%

Position Duties (Continued) (In order of importance)	Approximate percentage of time applied over a year
Conduct detailed analyses of defined systems specifications and develop all levels of block diagrams and flow-charts; code, prepare test data, test and debug programs and document all procedures used in the finished programs to take into account changes in systems requirements or equipment configuration.	20%
Developing new systems and interfacing existing ones in the Library.	20%
Special projects as assigned by the Dean's office.	5%
Training and supervising one full-time employee.	5%

Attach additional pages if necessary.

UNIVERSITY OF NOTRE DAME

POSITION TITLE: Library Systems Analyst

OCCUPATION CLASS: Library Faculty

RESPONSIBILITIES:

Assists the Director of Libraries and the Assistant Directors in studying the operations of the University Libraries and in recommending operational and management improvements. Has specific responsibility to undertake studies of detailed library operations on a project basis at the invitation of the Assistant Directors; to publish reports of findings as a result of such studies; to make recommendations for the improvement of operations on the basis of findings; and to provide advice in the implementation of recommended changes and evaluate the results of implemented changes.

RELATIONSHIPS:

Performs the duties of this position under the direction of the Director of Libraries. When undertaking project work for the Assistant Directors, the client Assistant Director and Department Head provide general guidance and manpower to the Library Systems Analyst for the work of the specific project and his/her reports are submitted to both the Department Head and the client Assistant Director. Maintains an external consultant relationship with the department heads and personnel of the Library units under study. Maintains working relationship with the staff of the Computer Center.

STATEMENT OF DUTIES:

Carries out investigations of the library operations in the University Libraries on a project basis, studying current procedures and routines to determine the logic of their organization and to measure the work flow and productivity of such procedures.

Analyzes the data acquired through the study of current procedures and routines, using appropriate statistical methods. Designs appropriate sampling techniques to acquire data when necessary. Assists colleagues in the Libraries to design statistical studies for management purposes outside of project work.

Makes recommendations, based on studies of procedures and analysis of data, for the modification of procedures and routines in the areas of library operation studied. Such recommendations may include modifications of work assignments, restructured processing sequences, and incorporation of new technology.

Provides advice in the implementation of new procedures and routines (or redesigned procedures and routines) when the study phase of projects are brought to completion. Provides adjustment and "debugging" services to departments undergoing recommended changes and makes recommendations for further improvements as revealed by operating experience with changed routines.

Investigates new library technology; including management techniques, computer applications, and new devices; with their usefulness to the University Libraries in mind. Keeps abreast of the reports of innovative techniques in the library literature and maintains contact with commercial firms offering products and services of interest to libraries.

QUALIFICATIONS:

Graduate degree in library science from an A.L.A. accredited school. A bachelor's degree in computer science, if possible, but demonstrated ability in statistical analysis is necessary. Ability to work harmoniously with others and especially to win the confidence of colleagues and staff. Ability to write sound technical reports and to communicate easily with colleagues and staff.

PITT 1177 (460)

4630

UNIVERSITY OF PITTSBURGH
Personnel Division
Job Description Form — See separate Instruction Sheet before completing this form.

NAME OF INCUMBENTS:

LAST, FIRST, MIDDLE INITIAL	LAST, FIRST, MIDDLE INITIAL	LAST, FIRST, MIDDLE INITIAL	LAST, FIRST, MIDDLE INITIAL
SOCIAL SECURITY NUMBER	SOCIAL SECURITY NUMBER	SOCIAL SECURITY NUMBER	SOCIAL SECURITY NUMBER
EMPLOYMENT STATUS Reg. Full-time / DATE OF APPT.	EMPLOYMENT STATUS / DATE OF APPT.	EMPLOYMENT STATUS / DATE OF APPT.	EMPLOYMENT STATUS / DATE OF APPT.

Code	Area	Dept.	Pos.	Class	Pay Range	Job Family and Level	Area, School or Division, Dept. Section, Unit Project Name	Class Title	Working Title	FLSA Status	EEO -1 Cat.	Provisional Period	Effective Date Mo. Dy. Yr.
Current	60	060	0050	0713			Univ. Libraries Library System Development	Admin. Spec. III		E	P	6 months	
Revised													

I. REASON FOR SUBMITTING JOB DESCRIPTION

☐ To establish a new position ☐ To request reclassification ☐ Other

II. JOB DESCRIPTION IN SUMMARY — This information will be used as reference for the University Positions Available List.

Assistant to the Director of University Libraries for the development and operation of automated library systems including data processing, systems analysis and programming. Works with Management Staff to plan for an integrated automate library system. Manages the current computer-related services including the budget and staffing of the Library Systems Development Office.

III. SIGNATURES AND COMMENTS — (Please indicate your opinion of the correctness and completeness of this description and explain points of disagreement.)

THIS FORM MUST BE SIGNED BY ALL OF THE PEOPLE DESIGNATED BELOW. THE FORM WILL BE RETURNED TO THE APPROPRIATE OFFICE IF NOT PROCESSED PROPERLY.

SIGNATURE OF EMPLOYEE: ______ 6-33 H[illegible] [illegible] CAMPUS ADDRESS & EXT. ______ [illegible] DATE

SUPERVISOR: ______ CAMPUS ADDRESS & EXT. ______ DATE

DEPARTMENT HEAD: ______ CAMPUS ADDRESS & EXT. ______ DATE

DEAN, DIRECTOR, OR IF APPLICABLE CHANCELLOR, PROVOST, VICE CHANCELLOR, CAMPUS PRES. ______ CAMPUS ADDRESS & EXT. ______ DATE

UNIVERSITY OF PITTSBURGH

JOB DESCRIPTION IN DETAIL

(See pages 2 & 3 of separate Instruction Sheet)

NOTE: Information provided in colu
attach additional page(s), pl

A. DUTIES AND RESPONSIBILITIES AND FREQUENCY	B. PERFORMANCE STANDARDS AND DEGREE TO WHICH DUTIES ARE CRITICAL
1. Plan, develop and evaluate systems studies and computer applications within the library.	1. CRITICAL
2. Responsible for current awareness of technology and library applications.	2. CRITICAL
3. Overall management of computer-related library services including On-line circulation, serials file, automated order and book fund programs, and other data processing functions.	3. VERY CRITICAL
4. Responsible for management of 12-15 FTE staff including hiring, training, supervising and evaluating them.	4. CRITICAL
5. Administer and control the budget for the LSD Department.	5. CRITICAL
6. Introduction of new systems or applications in technology.	6. CRITICAL
7. Liaison to University Computer Center and Committees.	7. MODERATELY CRITICAL
8. Responsible for Pitt machine-readable records from OCLC.	8. CRITICAL
9. Assistance in the design and approval of library work forms.	9. MODERATELY CRITICAL
10. Preparation of library-produced I.D. cards.	10. MODERATELY CRITICAL
11. Preparation of various computer produced and written reports from time to time.	11. CRITICAL

A-D should be written in brief summary outline form. In rare instances where it may be necessary to
se 8½" x 11" paper and label the attachment with the appropriate heading(s).

C. TYPES OF CONTACTS AND CONFIDENTIAL DATA OR TRANSACTIONS WITHIN THE SCOPE OF THIS POSITION AND INTER-RELATIONSHIPS OF POSITION

1. Interacts with other library areas. Tasks range the full gamut of difficulty.

2. Interact with university and external personnel. Tasks vary in difficulty.

other
. Interacts with the/university areas. Deadlines are predetermined. Some data is highly confidential. Most functions have been refined to semi or moderately difficult.

4. Moderately difficult. Interacts with Director and Ass't. to the Director for Administration and Fiscal Control.

5. Moderately difficult but within standard practice.

6. Often involves extensive modification. Interaction with university and external personnel.

7. Understands limits of established practice.

8. Occasional special assignments. Reformats records. Difficult.

9. Interacts with library units. Moderate to difficult.

0. Standard practice established. Semi-difficult.

1. Some involve confidential data. Routine for many reports. Reformats moderate to difficult.

D. QUALIFICATIONS-KNOWLEDGE, SKILLS, ABILITIES

Bachelor's or advanced degree with systems and/or programming experience is necessary. A M.L.S. from an accredited library school is desirable.

Demonstrated working knowledge of design and implementation of an on-line interactive automated system is necessary as is experience in an academic research library or library network environment. The candidate must be familiar with automation activities in other libraries and be able to evaluate computer and ancillary equipment.

Candidate must have good communication skills to deal with all levels of staff and colleagues in the university and external contacts. The ability to work cooperatively is a must as are supervisory skills.

ORGANIZATION AND PHYSICAL ROLE AND LOCATION (Include an organization chart)

A. Justification Remarks — Please include any other internal re-organization which should be noted and how this position relates to others. Are there any other positions which should be reviewed in conjunction with this position?

NO

B. Briefly explain the function, goals, objectives and/or services of work areas and/or projects with which this position is primarily affiliated.

The position is critical to all library areas as the library proceeds to a totally integrated automated library system.

C. In a few words, describe the physical location and conditions under which work is performed. G-33 Hillman is the prime physical location with appropriate air and humidity controls. Linkages are to the Computer Center and other library sites.

SUPERVISORY ROLE — As many of the following points as are applicable should be considered.

1. Name and Working Title of Incumbent's Supervisor

, Director, University Libraries

A. What instructions are received by Incumbent and in what form are they communicated by Incumbent's Supervisor? Note distinction among initial, daily, special training and/or supervision. Note the degree-immediate contact, section or unit heads, close, limited, general, administrative review.) Verbal or written as necessary. Weekly contact in Management Staff meeting. Monthly report from incumbent. As needed for special jobs or projects, meetings are scheduled.

B. How and to what extent and in what form Incumbent's work is checked and by whom. Suspected errors or discrepancies trigger review by supervisor or colleague.

C. What percentage of time does Incumbent spend performing work identical to that of his or her supervisor? 2%

2. If applicable: Name and Title(s) (Class and Working) of those supervised and/or trained by Incumbent and degree of supervision given by Incumbent (Immediate contact through Section or Unit Heads, close, limited, general, administrative review.)

-Lead Systems Analyst/Programmer; 1-Admin.Ass't.; -Computer Operator III; -Data Control/Clerk I.

A. What instructions are given by Incumbent and in what form are they communicated to other employee(s)?

General Operating instructions &usually orally); written job requests; written task lists and schedules.

B. How and to what extent and in what form is other employees' work checked by Incumbent?

Personal observation and daily contact for the most part. Reports and printed results; flow charts and documentation for large-scale projects which have time-pertinent stages.

C. What percentage of time does Incumbent spend supervising and doing work not done by other employees? 98%

What percentage of time does Incumbent spend performing work identical to that of those supervised? 2%

If any work of the same type is performed by those under Incumbent's supervision, estimate the percentage and number of hours so spent in a normal week.

3. Role of Incumbent (if any) in hiring, firing, promoting, increasing salaries of other employees or making recommendations about these actions.

Primarily for the four listed in 2A. Secondarily for those they supervise.

4. What decisions are made by Incumbent without reference to higher authorities, and who is contacted for discussion about problems.

Most decisions re: day-to-day operation and approved projects, with unusual major problems resolved in conference with Director or pertinent management staff member.

Department: Systems

UNIVERSITY OF TENNESSEE/KNOXVILLE LIBRARY

BUDGET REQUEST FORM FY 80/81

1. Outline the proposed objectives and goals of the department for FY 80/81. New or substantially revised objectives and goals should be identified by an asterisk (*).

Purpose

To enhance the efficiency of library operations and the quality of library services through support efforts in the analysis , design, implementation, and maintenance of procedures, systems, and information products.

Goals and Objectives

Depending upon the direction given to the Systems Department by the Library Administration, the major emphasis for FY 80/81 will be to complete procurement procedures for an on-line integrated library control system, and begin implementation for the first phase of this system. It is assumed throughout the following outline that the Systems staff will work closely with the Associate Director of Administrative Services, other members of the Executive Committee, the Business Manager, and Department Heads who will be impacted by Systems work.

1. To organize, plan, staff, direct, control and review the work of the Systems Department.
    a. To prepare annual goals and objectives for the Systems Office.
    b. To set monthly goals and objectives with the Systems staff.
    c. To review progress of monthly goals at biweekly staff meetings.
    d. To conduct annual evaluations of the Systems staff.
    e. To hire additional or replacement staff as needed.
    f. To process mail received daily; to respond or file as necessary.
    g. To maintain records of Systems activities and generate reports quarterly and annualy.
    h. To prepare annual budget statements as directed by administration.
    i. To maintain close liaison with the Director and staff of Analytical and Data Services; to attend AADS team leader meetings twice each month.
    j. To maintain working contacts with key personnel at UTCC in Entrex applications, Data Control, Systems operations.
    (code: 1, B-D)

2. To coordinate and evaluate the maintenance of equipment to support data processing activities.
    a. To monitor the performance of the Mohawk equipment used for circulation transactions; to collect data on machine failure and prepare reports quarterly for administration; to contact Mohawk service representatives as needed when equipment failure is excessive.
    b. To monitor performance of data entry equipment; to contact service vendors as needed; to generate reports to administration as appropriate.

2. c. To provide advice and assistance to Main, Science-Engineering and Ag-Vet Med Reference Departments regarding terminals and modems used for data base search and retrieval.
(code: 2-A)

3. To maintain records and periodically analyze costs associated with data processing activities.
   a. To monthly review audit trails from UTCC; to analyze costs of various operations and seek ways of reducing processing costs without affecting performance.
   b. To monthly review charges for microfiche services.
   c. To review literature and maintain contact with various vendors in data processing; to review alternative means of obtaining equipment and services at least once a year; to prepare recommendations for changing equipment or service vendors as appropriate to improve services or reduce cost.
   (code: 2-B)

4. To analyze, research and recommend alternative designs for improving the efficiency of existing operations in response to requests from library administration or Department Heads; to implement and maintain changes as directed by library administration.
   a. To complete any unfinished objectives listed in FY 79/80 Goals and Objectives under item 4, a-h, which outlines the steps required to procure an on-line library control system by September 30, 1980.
   * b. To continue planning and implementation of successive phases of an on-line library control system; scope and timing dependent upon library administration's direction.
   * c. To work with the Technical Services staff to develop plans for an automated authority control system by December 1980.
   * d. To begin research on designing a user-oriented automated catalog that would incorporate
      (1) on-line computer aided instruction
      (2) permit the incorporation of search terms used by patrons into the authority control system with appropriate linkages; initial design to be completed by March 31, 1981.
   * e. To design and implement an on-line budget and accounting system for the ordering and receipt of library materials to be completed by June 30, 1981. Note: this objective will only be pursued if it cannot be obtained through an on-line library control system described in 4, a-b, above.
   f. To continue to research and recommend alternatives for bibliographic file conversion as need arises.
   (code: 2-D)

5. To design and produce information products as needed by Administration or Department Heads.
(code: 2-D)

* Indicates new objectives and/or goals.

6. To inform library staff of the potential uses of automation in libraries.
   a. To conduct seminars as requested by the Personnel Office in line with staff development plans.
   b. To prepare brief reports for News Notes following ALA, ASIS, or other meetings attended on current developments in library automation.
   (code: 6-C)

7. To further develop professional skills and to contribute to the library profession.
   a. To maintain contact with Systems personnel in other institutions; to exchange information on current automation activities.
   b. To participate in workshops and seminars as opportunity permits.
   c. To serve on professional committees as time permits and with permission from library administration.
   d. To seek out opportunities for continued growth and development of Systems staff; to encourage regular reading of Datamation, Computer World, and other current literature for all Systems staff.
   (code: 6)

8. To serve on library committees as requested by administration.
   a. To meet with and assist in the work of the Scope Committee as requested by the chair.
   b. To meet with and assist in the work of the Committee for the Future of the Card Catalog at UTK as requested by the chair.
   c. To serve on any other committees as requested or as time permits.
   (code: 7)

YORK UNIVERSITY

JAN 27 1981

Y. U. L. POSITION DESCRIPTION

NAME:

DEPARTMENT: Systems Office

SUMMARY: In a staff reporting relationship to the Director of Libraries, to administer the Libraries' Systems Office in such a way as to ensure cost effective use of manual and automated library systems for optimum service to the York University community.

RESPONSIBILITIES:

- Participates in long-range planning for library systems development and other related library functions by advising the Director of Libraries and by serving on management and planning committees in the Libraries and the University as required.

- Implements plans for the development of new library systems and the enhancement of existing systems in accordance with long-range plans for integrated library systems development.

- Hires, evaluates, provides orientation to library applications; supervises, motivates and coordinates the activities and development of staff; monitors their performance in accordance with library policies, standards and long-range goals.

- Monitors system documentation, programme documentation, data control documentation and user documentation of York's automated library systems; and monitors the security, integrity and provision for back-up and recovery of the library's machine-readable data bases and programme libraries.

- Coordinates the work of the Office, and maintains effective relationships, with work of other library functional areas, departments and branches within the York University Libraries; with other areas of the University (e.g., the Department of Computer Services) and outside the University (e.g., COM production agencies); and with the networks in which the Libraries participate.

- Coordinates production of the Cooperative Unions Serials System and work of the Office on other cooperative projects.

- Plans, develops and coordinates and monitors pilot and planned projects ensuring adherence to schedules and budgets; monitors existing automated systems applications ensuring cost and befefit effectiveness.

- Ensures effective communication between library departments and Systems Office staff.

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Position Description - - continued

- Prepares project and annual budget estimates and ensures operation of the Office within budgetary allocations; collects and analyzes data on an on-going and project basis, preparing reports and working papers, as required.

- Participates in decision-making by attending Library Council meetings and by serving on library and university committees as necessary.

- Maintains in-depth knowledge of developments in computers, newer technologies and bibliographic networks and utilities, especially as they apply to library operations, by attending and participating in meetings, workshops, conferences, etc., and by reading relevant literature.

- Maintains effective liaison with appropriate staff in other universities, departments and faculties within the University and other groups or institutions, as necessary.

- Assists in developing library collections by suggesting acquisition of materials in the fields of computer sciences, systems management and library systems.

- Carries out other related responsibilities as required.

TITLE(S) COMMONLY USED: Systems Librarian
Associate Librarian (Rank Title)

DATE: January 27, 1981

APPROVED BY: ____________________

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NATIONAL LIBRARY OF CANADA

PUBLIC ARCHIVES
ARCHIVES PUBLIQUES

NATIONAL LIBRARY
BIBLIOTHÈQUE NATION

POSITION ANALYSIS SCHEDULE - ANALYSE DE POSTE

SECTION 1 - IDENTIFYING INFORMATION | **SECTION 1 - SIGNALEMENT DESCRIPTIF**

1. Descriptive Title - Titre descriptif Assistant Director, User Services		2. Position No. - Poste n°
3. Function - Fonction	4. Branch - Direction/Service Library Systems Centre	5. Division
6. Section	7. Location(City-Town) - Lieu(ville) Ottawa	

8. Type of Position - Genre de classification de poste

	(a) Filled - Rempli		(b) Vacant	
Indeterminate Indéterminé ☒ Term Classification Provisoire ☐	Reclassification ☐	Update Révision ☐	Reclassification ☒	Update Révision ☐

9. Present Classification Classification présente	10. Proposed Classification Classification proposée	11. Proposed Effective Date Date proposée d'entrée en vigueur November 1, 1979

12. Security Clearance Requirement
Attestation de sécurité requise ~~Confidential~~

The attached is an accurate and thorough description of the duties performed.

Vous trouverez ci-joint une description fidèle et approfondie des fonctions du poste.

SECTION 3 - POSITION SUMMARY

Aim at 50 words or less; attach an approved organization chart showing Occupational Group and Level of Supervisor and Subordinates.

SECTION 3 - RÉSUMÉ DES FONCTIONS

Rédiger, si possible, en 50 mots ou moins; joindre un organigramme officiel indiquant le groupe d'emplois et les niveaux respectifs du surveillant et des subalternes.

Under the general direction of the Director, Library Systems Centre, plans, organizes, and directs the activities of the computerized systems user services of the National Library; acts as senior consultant, National Library specialist and senior liaison officer and/or delegates staff to act in these capacities; directs the automation training and development of the staff of the National Library and of other federal government libraries; assists the Director of the Centre in the overall planning, organizing, and directing of the activities of the Centre and in the conception and development of its programs; represents the Centre and the National Library in a professional capacity; and performs other related duties.

Position Number - Numéro du poste

NLI-22-2022

DUTIES

For each duty, write one short paragraph stating first WHAT is done, then HOW it is done, and if not self evident, WHY it is done; enter an estimate of the percentage of time devoted to each duty. (Attach additional pages if necessary)

FONCTIONS

Rédiger, pour chaque fonction, un bref alinéa décrivant d'abord les tâches, puis le mode d'exécution et, s'il y a lieu de préciser, la raison de chacune d'elles; inscrire le pourcentage approximatif du temps consacré à chaque tâche. Annexer au besoin des pages supplémentaires.

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Plans, organizes and directs the activities of the Library Systems Centre user services of the National Library which is responsible for the operation of a large and complex integrated on-line multi-funtion data base used in a network mode by the National Library operating branches, the Canada Institute for Scientific and Technical Information of the National Research Council, the Library of Parliament and other federal government libraries, and also by other large Canadian research libraries in order to satisfy user needs and requirements and to ensure the efficient and effective use of the National Library automated systems: 55

- by directing and coordinating the work of the Library Analysis Division and of the User Liaison Division, and by establishing policies and objectives for these divisions;
- by developing and maintaining long-range 5-year plans for satisfying current and future user needs for automated systems services for the diverse community of users;
- by overseeing the analysis of a broad range of user requirements;
- by ensuring that users are aware of latest service offerings;
- by developing a long-term marketing strategy;
- by directing the development of new services and products;
- by developing standardized data base procedures while allowing for each user's particular needs;
- by establishing terms of reference, objectives and scope of systems studies and by authorizing the development and implementation of automated systems according to established priorities and completion deadlines;
- by reviewing production, progress and administrative reports to ensure that production and quality standards are maintained and that goals are met, and to assess the performance of supervisory staff;
- by selecting specialists and consultants for various systems studies and projects and by setting up, as needed, project teams composed of staff from the Centre as well as staff from operating divisions of the National Library and, as required, from outside the National Library, including employees on contract or staff seconded from other Canadian research libraries and information centres;
- by directing or monitoring the implementation of new library automated systems, including: study, further research and evaluation of data set out in feasibility studies; more detailed analysis of the present system to identify fully all necessary requirements; research into files, techniques, and formats as required; establishment of detailed implementation schedule and conversion plan; detailed new system design of supporting manual systems and procedures; input and output design and forms design; systems testing; conversion changeover; evaluation of system when operating; and thorough documentation;
- by developing systems for the use and sharing of common data bases and for the exchange of bibliographical data in machine-readable form, maintaining standards at national and international levels;

To the best of my knowledge the information contained herein is an accurate and thorough description of the duties and responsibilities of this position as of

Autant que je sache, les renseignements fournis dans les présentes sont une description fidèle et minutieuse des fonctions et responsabilités du poste, à compter du

Date

Signature ▶

Employee - Employé(e)

Position Number - Numéro du poste

NLI-22-2022

DUTIES

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- by working with Centre users to determine and establish overall systems analysis and development priorities and requirements;

- by coordinating the development of library automated systems in the Centre, and by examining new projects proposed for the National Library with a view to their incorporation into a total systems concept and with regard to national and international networks and systems and their requirements, standards and formats;

- by ensuring the training of new systems librarians in library automation;

- by recommending overall systems development and operating policies, standards and procedures to ensure provision of a high level of service and reliability at minimum cost to the users;

- by analyzing the impact of accelerating technological changes on library services and user usage patterns;

- by monitoring automated applications in the National Library from a systems viewpoint and periodically evaluating them and effecting changes and improvements;

- by ensuring data base quality control;

- by determining the skills needed and assigning particular studies or research assignments to specific personnel, forming as required, project teams to undertake special studies;

- by coordinating work undertaken in conjunction with operating branches of the National Library with outside libraries and integrating seconded members with project team personnel;

- by determining the specific objectives of systems, keeping these objectives under review and by devising methods and procedures for their attainment;

- by determining priorities and by evaluating plans submitted by subordinates on various aspects of the work;

- by directing research on library systems and methods to develop library networks on a national and international basis;

- by arranging for the conduct of user studies throughout the National Library and Canadian library community; and

- by monitoring and determining the efficiency of systems in a rapidly changing environment.

To the best of my knowledge the information contained herein is an accurate and thorough description of the duties and responsibilities of this position as of

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Date

Signature ▶

Employee - Employé(e)

Position Number - Numéro du poste

NLI-22-2022

DUTIES

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Acts as senior consultant, National Library specialist and senior liaison officer and/or delegates staff members to act in these capacities, in order to assist users of automated systems in obtaining maximum benefits from library automation and to improve library and information services to the government and people of Canada: 15

- by interfacing with senior user officials to discuss trends in library automation and issues of common interest and by participating in the formulation of the direction, objectives and policies concerning the use of library automated systems in federal libraries and the interface between federal library systems, other Canadian library systems, and international library systems;
- by participating in the work and discussions of National Library, interdepartmental, and national committees or task groups concerned with the planning of library systems and networks services;
- by reviewing administrative and operating procedures and practices to determine methods of improving effectiveness, efficiency, and economy in the provision of automated systems services;
- by developing and recommending changes to information requirements of users to optimize the use of automated services and to maintain the concept of the total integrated system and data base concept;
- by meeting and discussing library systems with agency officials, senior librarians, and senior system analysts;
- by visiting libraries to examine and discuss systems interaction;
- by providing advice and consultation services to the operating branches of the National Library, as well as to other federal government libraries and to other Canadian research libraries;
- by developing and recommending library systems operational and service policies and objectives for the National Library;
- by promoting cooperative uses of automated systems by libraries and information centres; and
- by promoting the use of national and international standards which permit compatibility of systems, exchange of bibliographic data, and avoidance of redundant effort in the library community.

Directs the automation training and development of the staff of the National Library and of other federal government libraries in order to develop and extend professional expertise to meet the challenge of new technology and the information explosion and the vast increase in size and scope of the information needs now facing the library and information world: 10

- by developing methods and designing and setting up courses for the training and development of staff (which may be internal or external to the National Library) required to implement and operate new systems designed and implemented by the Centre;

To the best of my knowledge the information contained herein is an accurate and thorough description of the duties and responsibilities of this position as of

Autant que je sache, les renseignements fournis dans les présentes sont une description fidèle et minutieuse des fonctions et responsabilités du poste, à compter du

Date

Signature ▶

Employee - Employé(e)

Position Number - Numero du poste

NLI-22-2022

DUTIES

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- by overseeing the planning and conducting of training workshops; and also
- by developing courses and educational conferences for continuing education of libraries and specialists from the National Library, other government departments and educational and research institutions in library automation, international library systems, new methods and techniques, standards, networks, data bases, formats and their implications.

Assists the Director of the Centre in the overall planning, organizing, and directing of the activities of the Centre and in the conception and development of its programs: 10

- by recommending goals and program priorities;
- by participating in the planning of future services of the National Library and by advising on policy matters, and alternative courses of action;
- by drafting position papers for the use of senior management concerning National Library automated services and activities;
- by evaluating reports on library research and feasibility studies and making recommendations on their implementation and use;
- by participating in the overall forecasting of financial and staff requirements for the Centre;
- by maintaining effective working relationships with senior officials of federal departments and agencies, other governments, and universities; and
- by assuming responsibility for the direction of the Centre in the absence of the Director on a rotating basis with the other Assistant Director.

Represents the Centre and the National Library in a professional capacity to explain and publicize its functions and automated services: 5

- by attending national and international meetings and conferences to discuss library and information systems and networks developments;
- by making formal presentations at conferences and seminars; and
- by planning and organizing the Centre's representations at major conferences and workshops.

Performs other related duties such as conducting special projects, writing papers and articles for publication in professional journals, participating in the selection, assessment, and discipline of systems staff, preparing reports, memoranda, and correspondence, including estimates and submissions to Treasury Board, related to automated library and information systems and networks. 5

To the best of my knowledge the information contained herein is an accurate and thorough description of the duties and responsibilities of this position as of

Autant que je sache, les renseignements fournis dans les présentes sont une description fidèle et minutieuse des fonctions et responsabilités du poste, à compter du

Date

Signature ▶

Employee - Employé(e)

Position Number - Numéro du poste

NLI-22-2022

SPECIFICATIONS

Use the factor headings appropriate to Occupational Group and ensure that details listed under each heading relate to the duties.

EXIGENCES

Se servir des indices de facteur propres au groupe d'emplois et s'assurer que les particularités énumérées sous chaque indice se rapportent aux fonctions.

KNOWLEDGE

The work requires a thorough knowledge of the aims, objectives and policies of the National Library, of the principles and techniques of library science, of administrative practices and regulations and of national and international bibliographic standards. The work also requires extensive knowledge of information science and of library applications of electronic data processing in order to provide authoritative direction and advice on the application and development of new automated systems within and outside the National Library. A good understanding of the role of the National Library in the development of the Canadian library system/network is also required. A broad knowledge of libraries and related agencies in Canada and abroad is necessary to provide comprehensive automated systems services and to give leadership in developing centralized and cooperative systems and networks. Experience in areas of library automation and bibliographic processing is essential. This knowledge and experience are normally acquired by university graduation, followed by post graduate studies leading to a degree in library science, by various courses in management, systems analysis and design, by continuing study of professional journals, papers, reports and other literature, by attendance at meetings, seminars, workshops, conferences, and by several years of experience in a research library, especially in cataloguing, bibliographical work and library systems and networks.

PROFESSIONAL RESPONSIBILITY

Judgement and initiative are required in directing the computerized systems user services of the National Library and in planning for and developing new automated systems for the Canadian computerized library network with international interfaces. The work requires providing direction and advice in development and implementation of new and changing systems and procedures into a complex library system. This requires developing integrated operating procedures to carry out continuing services while moving to new and automated systems. Judgement is also required in identifying and meeting changing national needs and in providing advisory and consultation services to the library community and outside agencies. Discretion is required in representing the National Library on national and international committees, task groups, etc. and in soliciting support and agreement on cooperative services. In assessing proposals and suggestions made and recommending policy, judgement based on experience in many phases of library work is necessary.

MANAGERIAL RESPONSIBILITY

The incumbent is charged with the planning and directing of computerized systems user services of the National Library. These services are considerable in magnitude and complexity. The work requires the ability to organize and direct expanding divisions, to develop staff and co-ordinate a group possessing widely differing skills, to organize and co-ordinate internal and external project teams, to provide overall direction and leadership as well as foresee and plan for future services. The incumbent is also responsible for directng and coordinating the development and implementation of automated systems integrating complex requirements for a diverse community of users (e.g. other branches of the National Library, other federal government libraries including CISTI and the Library of Parliament, other Canadian research libraries). The incumbent is responsible for developing policies and criteria to manage the changing and developing role and services provided by the Library Systems Centre. The incumbent must also make policy decisions and submit recommendations on policy and services to the Director of the Centre, the Associate National Librarian and the National Librarian.

GOVERNMENT OF CANADA

PUBLIC ARCHIVES
ARCHIVES PUBLIQUES

NATIONAL LIBRARY
BIBLIOTHÈQUE NATION

POSITION ANALYSIS SCHEDULE - ANALYSE DE POSTE

SECTION 1 - IDENTIFYING INFORMATION / SECTION 1 - SIGNALEMENT DESCRIPTIF

1. Descriptive Title - Titre descriptif
Director, Library Systems Centre
Directeur, Centre des systèmes de bibliothèque

2. Position No. - Poste nº

3. Branch or Equivalent - Direction ou l'équivalent
Library Systems Centre
Centre des systèmes de bibliothèque

4. Division or Equivalent - Division ou l'équivalent

5. Section

6. Location(City-Town) - Lieu(ville)
Ottawa

7. Type of Position - Genre de classification de poste

Indeterminate / Indéterminé ☐ Term Classification / Provisoire ☐

(a) Filled - Rempli: Reclassification ☐ Update / Révision ☒

(b) Vacant: Reclassification ☐ Update / Révision ☐

8. Present Classification
Classification présente

9. Proposed Classification
Classification proposée

10. Proposed Effective Date
Date proposée d'entrée en vigueur

11. Security Clearance Requirement
Attestation de sécurité requise

The attached is an accurate and thorough description of the duties

Vous trouverez ci-joint une description fidèle et approfondie des

SECTION 3 - POSITION SUMMARY

Aim at 30 words or less; attach an approved organization chart showing Occupational Group and Level of Supervisor and Subordinates.

Under the general direction of the Associate National Librarian, plans, organizes and directs the activities of the Library System Centre and the conception and development of its programs; develops and maintains effective working relations with senior officials of other government departments, outside libraries, and other agencies and groups both at home and abroad; chairs study boards of senior members of the library community for program development and evaluation purposes; negotiates in cooperation with senior librarians, the terms of reference for additional system studies and projects; anticipates resistance to innovation and creates a climate for the acceptance of information systems; and performs other related duties.

SECTION 3 - RÉSUMÉ DES FONCTIONS

Rédiger, si possible, en 30 mots ou moins; joindre un organigramme officiel indiquant le groupe d'emplois et les niveaux respectifs du surveillant et des subalternes.

Sous la supervision du Directeur général adjoint de la Bibliothèque nationale, planifier, organiser et diriger l'activité d Centre des systèmes de bibliothèque, ains que la conception et l'élaboration des programmes; établir et maintenir des relation de travail efficaces avec les cadres supérieurs des autres ministères, des autre bibliothèques, et d'autres organismes e groupes au Canada et à l'étranger; préside des comités d'étude, formés de cadre supérieurs spécialistes de la bibliothéconomie, sur la conception et l'évaluation des programmes; négocier, en collaboration avec les bibliothécaires principaux les attributions propres à la réalisatio des projets et des études de systèmes; prévoir la résistance aux changements et cré une ambiance favorisant l'acceptation nouveaux systèmes de diffusion des donnée remplir d'autres fonctions connexes.

ARC 131 (05/79)

DUTIES

For each duty, write one short paragraph stating first WHAT is done, then HOW it is done, and if not self evident, WHY it is done; enter an estimate of the percentage of time devoted to each duty. (Attach additional pages if necessary)

Plans, organizes, directs and controls the activities of the Library Systems Centre and the conception and development of its program, which includes advice, especially concerning financial, legal and political implications, on policies and programs of the National Library, on the inter-agency coordination of such policies and programs within the Federal Government, on liaison and coordination of such programs with those of research libraries in Canada as well as with those of international library networks under development.

- by establishing goals and program priorities for the centre and its divisions, and by providing guidance on methods and procedures to be followed in achieving these goals;

- by coordinating studies and surveys conducted within the centre with the active participation of officers from the operating branches;
- by coordinating studies and surveys with those undertaken by Canadian and Foreign libraries and information centres;
- by recommending and monitoring the establishment and development of library systems, using automation and other technological media whenever desirable, to provide for the fullest interchange of biblioraphic information at government as well as the national and international levels through the adoption of compatible formats and codes and procedures;
- by developing new ideas and techniques and methods for application not only in the National Library but in Canadian libraries generally, especially in the larger research libraries;
- by planning future services of the National Library and a Canadian library network, recommending on policy matters and evaluating alternatives as regards cost, benefit to the Canadian library community, feasibility of accomplishment, resources required, etc.

- by enlisting the participation of senior librarians in Canadian libraries in the joint study of problems resulting from new technological developments for the processing, storage, retrieval and communication of bibliographic information;
- by making short term and long term forecast requirements of money and staff in order to implement program in a manner commensurate with available resources; and
- by formulating and implementing plans for the most effective use of time, money, staff and physical resources to facilitate program development.

Developments and maintains effective working relations with senior officials of other departments, of provincial and other governments, of educational and other agencies and groups, national and international.

- by explaining the National Library's program and objectives and addressing groups formally and informally;

- by representing the department at formal meetings and conferences and at national and international meetings;
- by submitting articles for publication; and
- by creating an atmosphere conducive to acceptance and success in order to aid program specialists in attaining the objectives of the department including the development of national and international library networks and cooperative services and use of resources.

To the best of my knowledge the information contained herein is an accurate and thorough description of the duties and responsibilities of this position as of

Date

Chairs study boards of senior members of the library community for program development and evaluation purposes:

- by meeting with senior officers of National Library and outside libraries and other officials concerned with the evaluation of present programs and with the development of more effective and broader programs and by developing means to implement recommendations.

Negotiates, in cooperation with senior librarians of the National Library and outside libraries, the terms of reference for additional systems studies and projects and assists in the letting of contracts and the selection of specialist personnel.

Anticipates resistance to innovation and creates a climate for the acceptance of computer-based or other new information systems and services and the ultimate integraton of these systems with the ongoing programs of the National Library.

Performs other related duties, such as conducting special projects assigned by the Associate National Librarian.

SPECIFICATIONS

Use the factor headings appropriate to Occupational Group and ensure that details listed under each heading relate to the duties.

KNOWLEDGE - EDUCATION AND EXPERIENCE

The work requires a thorough knowledge of library and social sciences research methodology and techniques, and of experience in planning, organizing and implementing research and planning activities, and in coordinating output of the activities of the Centre. It requires a knowledge of legislation and programs relating to the library community in Canada and abroad, and also a knowledge of financial, personnel and resources requirements for the elaboration and formulation of long range plans. This knowledge and experience is normally acquired through university graduation with specialization in either library science, business administration, data processing systems or related subjects, and at least 8 years of administrative experience in related work.

KNOWLEDGE - CONTINUING STUDY

The work, by its nature, presupposes the continuing study of all texts, journals, periodicals and professional literature pertaining to library science and to modern research, planning and development techniques and concerning new concepts and developments in an integrated information system in order to bring to the centre the benefits of the most recent and the most pertinent of significant findings and conclusions and advise senior staff and participating libraries accordingly.

DECISION - MAKING

The work requires the coordination of all activities relating to the planning, development and directing the work of the centre. It requires making recommendations and decisions for the conduct of joint studies involving the active participation of other libraries, including chairing study boards established to direct and supervise such studies as well as the implementation of their recommendations.

While acting as advisor to departmental libraries on technical matters, the decisions and recommendations made will play a key role in the improvement of library services and in decisions made in other libraries. Proposed plans, recommendations on programs, and modifications to adapt programs to the needs of the library community in general, although subject to the approval of the Associate National Librarian are implemented in accordance with general objectives and few indicated priorities. Recommendations are made in respect of internal policies and programs aimed at maximizing the benefits to be derived from close cooperation among Canadian libraries, including the university libraries, especially in the development of compatible systems which permit the immediate access to information stored in computers and in the planning of library services. The impact of such recommendations can be measured by the possible impact on the improvement of library services throught Canada which would facilitate and expedite research in all disciplines, especially in the social sciences and the humanities. Recommendations are made to the Associate National Librarian.

CONTACTS

A wide range of contacts is required with senior officials of the department, other departments, provincial governments and universities and research institutes to organize, plan and elaborate the National Library's programs and objectives. Contacts are also made to obtain cooperation in implementing departmental programs, and to represent the department with authority to formulate programs within established objectives and to work out financial agreements. Contacts are made with major libraries abroad in view of the international dimensions of contemporary librarianship. Contacts also have to be maintained with international organizations with the purpose of negotiating agreements with authority to formulate programs and objectives that will influence department's policies. Contacts are maintained with universities

and research institutes concerned with trends for the purpose of keeping abreast on developments and to negotiate special research necessary for the elaboration of objectives and implementation of systems.

SUPERVISION

The work requires the supervision in 1979/80 of thirty-eight permanent employees up to the senior administrative level and including high ranking specialists and the functional direction of specialists working on contract.

Dec. 18, 1979

I.G.

PUBLIC ARCHIVES
ARCHIVES PUBLIQUES

NATIONAL LIBRARY OF CANADA

NATIONAL LIBRARY
BIBLIOTHÈQUE NATIONALE

POSITION ANALYSIS SCHEDULE – ANALYSE DE POSTE

SECTION 1 – IDENTIFYING INFORMATION | **SECTION 1 – SIGNALEMENT DESCRIPTIF**

Position Title – Titre du poste Systems Librarian	Position Number Numéro du poste
Division	Authorized Position Classification Classification autorisée du poste
Branch – Direction Cataloguing Branch	Proposed Position Classification Classification proposée pour le poste
Section	Proposed Effective Date Date proposée d'entrée en vigueur 15 October, 1978
Location (city/town) – Lieu (ville) Ottawa	Position – Poste Filled / Rempli ☐ Vacant ☒

Duties Approved by (title and signature) – Fonctions approuvées par (titre et signature)

SECTION 3 – POSITION SUMMARY

Aim at 50 words or less; attach an approved organization chart showing Occupational Group and Level of Supervisor and Subordinates.

SECTION 3 – RÉSUMÉ DES FONCTIONS

Rédiger, si possible, en 50 mots ou moins; joindre un organigramme officiel indiquant le groupe d'emplois et les niveaux respectifs du surveillant et des subalternes.

Under the direction of the Assistant Director (Systems), Cataloguing Branch, plans and conducts research and feasibility studies of proposed computer applications for the National Bibliographic Data Base; assists in the systems analysis and design of new computerized systems for the National Library; carries out research on file organization methods, search algorithms and subject reference methods with reference to machine-readable data bases; serves as consultant and researcher on project teams and task groups undertaking feasibility studies or developing new systems and services for the National Library, government libraries and the Canadian Library community as a whole; keeps up to date on national and international developments in library automated systems and networks; produces and disseminates instructional material concerning the operations of new computerized systems for the National Library; performs other related duties, such as preparing reports, drafting original correspondence, receiving visitors and explaining the operations of new automated systems, and supervising the work of subordinate staff working on library automation projects.

what is
compression
algorithms
search algorithms
[illegible] in alphabetical
and digital
forms
[illegible] in libraries

RECEIVED
OCT
COMPENSATION STAFF
RELATIONS

ARC-101 (6-74)

Position Number – Numéro du poste

DUTIES
For each duty, write one short paragraph stating first WHAT is done, then HOW it is done, and if not self evident, WHY it is done; enter an estimate of the percentage of time devoted to each duty. (Attach additional pages if necessary)

FONCTIONS
Rédiger, pour chaque fonction, un bref alinéa décrivant d'abord les (puis le mode d'exécution et, s'il y a lieu de préciser, la raison d. cune d'elles; inscrire le pourcentage approximatif du temps cons. chaque tâche. Annexer au besoin des pages supplémentaires.

% of du

1. Plans and conducts research and feasibility studies of proposed computer applications for the National Bibliographic Data Base: 3(

- by consulting with officials and colleagues in the National Library to develop terms of reference and objectives of systems studies;
- by conferring with the above-mentioned officials and colleagues to identify their needs, requirements and priorities for electronic data processing and to identify alternative methods of meeting information requirements;
- by reviewing policies and procedures relating to activities affected by the proposed computer applications;
- by evaluating input forms, output requirements and operations to identify required changes in procedures;
- by assessing the advantages of introducing computer operations;
- by evaluating machine capacity to process the data;
- by choosing between alternative systems of data processing and presenting recommendations on these systems;
- by preparing cost-benefit analysis of proposed computerized systems;
- by determining the costs of implementation and the costs of operations after implementation;
- by writing reports detailing and recommending computer applications including full description of methods, costs, advantages and methods of implementation, for the approval of officials of the National Library, and
- by giving oral presentations and explanations of proposed systems;

in order to implement new and more efficient bibliographic systems using electronic data processing techniques.

2. Assists in the systems analysis and design of new computerized systems for the National Library: 2(

- by developing new methods of computer data input for bibliographical information;
- by collecting and analyzing data from the operating branches of the National Library for the detailed systems analysis and design of computerized systems;
- by writing specifications for the inputs and outputs of new systems;
- by testing devices to process bibliographic information;
- by developing machine codes for the processing of bibliographical data; and
- by advising programmers in the preparation of computer systems programmes, operating instructions and programme tests;

in order to implement new and efficient systems using electronic data processing techniques.

To the best of my knowledge the above information is accurate, and is a thorough description of the above duties of the position.

Autant que je sache, les renseignements ci-dessus sont exacts constituent une description fidèle des fonctions du poste.

Date

Signature

Employee – Employé(e)

3. Carries out research on file organization methods, search algorithms and subject reference methods with reference to machine-readable data bases: 15

   - by investigating the use of different techniques such as Boolean logic, phonetic name searching, specialized file structures, compression algorithms, etc.;
   - by examining the needs of users to discover how much bibliographic data is required;
   - by consulting division and section heads in the National Library regarding problems which require their cooperation;
   - by studying new filing information in reference to the MARC format;
   - by considering the necessity and uses of the exchange of MARC data;
   - by conducting research into bibliographical formats and codes for automated or manual files and their requirements for national and international standardization;
   - by advising on application of standards of entry and bibliographic description;
   - by surveying, random sampling and other techniques and by close study and analysis of present services, systems and techniques used by a variety of libraries;
   - by determining how entries in both official languages may be incorporated into the Data Base;
   - by keeping abreast of new developments in information retrieval and automated bibliographies;
   - by costing various alternatives;

   in order to find the best methods to organize the automated bibliographic data base and related systems to serve the Canadian and international library world.

4. Serves as consultant and researcher on project teams and task groups undertaking feasibility studies or developing new systems and services for the National Library, government libraries and the Canadian Library community as a whole: 10

   - by working with other specialists and consultant including organization and method personnel, computer systems analysts, operations research and communication experts, who may be from the operating divisions of the National Library or from other research libraries, associations or institutions;

   in order to plan, design and develop library systems and services in the National Library and in government and research libraries in Canada, and to coordinate programs for library data banks and networks at national and international levels.

5. Keeps up to date on national and international developments in library automated systems and networks: 10

   - by constantly studying and evaluating the professional and technical literature relating to new developments in library automated systems and networks; and
   - by attending seminars, workshops, conferences and meetings of professional associations and specialized technical groups.

6. Produces and disseminates instructional material concerning the operations of new computerized systems for the National Library: 10

   - by preparing manuals on new automated systems for users and editors in cooperation with a technical writer;
   - by editing material on new automated systems to be included in manuals and related publications;
   - by writing articles on new automated systems for publication in professional and technical journals, as well as in National Library publications; and
   - by assisting in training courses and introductory sessions for users of new automated systems at the National Library.

7. Performs other related duties, such as preparing reports, drafting original correspondence, receiving visitors and explaining the operations of new automated systems, and supervising the work of subordinate staff working on library automation projects.

Position Number – Numéro du poste

factor headings appropriate to Occupational Group and that details listed under each heading relate to the duties.

EXIGENCES

Se servir des indices de facteur propres au groupe d'emplois et s'assu que les particularités énumérées sous chaque indice se rapportent fonctions.

KNOWLEDGE

The work requires a thorough understanding of the principles, theories techniques and practices of library science and information science, especially a knowledge of cataloguing, classification, international codes and systems, and other bibliographical techniques; a knowledge of library handling of bibliographical data, and of international standards and formats for such data in alphabetical and digital forms. The work also requires a knowledge of the principles and library uses of electronic data processing, techniques of systems analysis and design, and library research methods, including organization and methods and operations research techniques as applied to libraries. The position requires the understanding of management of administrative practices and Federal and Provincial regulations on libraries. The position also requires the ability to work with teams of librarians and other professional specialists from within and outside the National Library. This knowledge and ability are normally acquired through university graduation, followed by post graduate study leading to a degree in library science, by various courses in administration, systems analysis and design, by continuing study of professional journals, papers, reports and other literature, by attendance at meetings, seminars, workshops, conferences, and by several years experience in a research library, especially in cataloguing bibliographical work, and library systems analysis and design.

PROFESSIONAL RESPONSIBILITY

The work requires the conduct of feasibility studies and research in order to develop technical and systems innovations and standards for the National Bibliographic Data Base and for the Canadian library network, with international interfaces. It also requires the provision of advice on library electronic data processing, bibliographic formats, codes and standards to members of task groups and project teams. Initiative and judgement are required in devising research methods and in determining at what point studies, analysis, surveys and data collection should be best terminated. Accuracy of research and discretion and judgement in drawing meaningful conclusions from results will affect the design of systems and services for the National Bibliographic Data Base and for the Canadian research library community in general. Accuracy and correct application of research methods employed are not subject to verification and thus the incumbent bears a great responsibility for the validity of results on which library developments are based. The work requires undertaking of original research, analysis and design into library electronic data processing, codes, formats and other areas.

MANAGEMENT RESPONSIBILITY

The work requires the ability to work with groups and project teams possessing widely differing skills and from various types of libraries. Ability to communicate and provide advice on library electronic data processing and on bibliographical specialties is essential. The work requires managerial skills for the identification and solution of complex electronic data processing problems in the fields of library and information science and of library management. The incumbent has to manage the planning and conducting of feasibility studies and research on proposed computer applications for the National Bibliographic Data Base and determine the costs of implementation and costs of operations after implementation. Therefore the position calls for a decision making responsibility. The incumbent has to make recommendations on the results of studies and research and/or improvements in work methods and procedures in the National Bibliographic Data Base and related systems and services and thus affecting other Canadian libraries. These recommendations affect changes to systems and procedures both internal and external to the National Library and commit the data processing and manpower resources of the National Library and other research institutions, resulting in the establishment of new electronic data processing installations and their concomitant resources. Errors in judgement and decision-making are costly in terms of both manpower resources and financial cost and could cause breakdowns in the proper development, functioning and efficient use of library systems in the National Library and other Canadian research libraries. Contacts with specialists and professionals from all types of research libraries in Canada are frequent and essential to the nature of research and systems analysis and design.

OTHER POSITIONS

SMITHSONIAN INSTITUTION
TRUST FUND
POSITION DESCRIPTION

1. Official Headquarters
WASHINGTON, DC

2. Agency Position No.
15304

3. Reason for submission: (If this position replaces another, identify such position by title, series, grade and position number)

4. ALLOCATION	CLASS TITLE OF POSITION	CLASS			INITIALS	DATE
		Service	Series	Grade		
a. Agency						
b. Recommended by initiating office	LIBRARIAN	IS	1410	11		

5. Organizational title of position (if any)
Special Activities Librarian

6. Name of employee (If vacancy, specify V-1, 2, 3, etc.)
SUZETTE IRVING

7. Agency
Smithsonian Institution

8. First subdivision
Office A/S Museum Programs

9. Second subdivision
Smithsonian Institution Libraries

10. Third subdivision
Office of the Director

11. Fourth subdivision

12. This is a complete and accurate description of the duties and responsibilities of my position

(Signature of employee) (Date)

13. This is a complete and accurate description of the duties and responsibilities of this position

Maloy 11·II·81
(Signature of immediate supervisor) (Date)

Title: Director, S. I. Libraries

14. Certification by head of bureau, division, field office, or designated representative

(Signature) (Date)

Title:

15. Certification by agency

(Signature) (Date)

Title:

16. Description of duties and responsibilities

INTRODUCTION:

The purpose of this position is to assist in the development and management of various special library activities for the Smithsonian Institution Libraries, especially management of foreign translations programs.

The incumbent serves under the supervision of the Director of Libraries. Continuing assignments are made with general instructions for their achievement. The supervisor is available for consultation on problems and for policy interpretation as needed. Performance is reviewed and evaluated on the basis of results.

DUTIES:

Under the direction of the SIL Public Programs Assistant, is responsible for coordinating SIL foreign currency translations program; i.e. a program for the translation of international scientific and technical works from any foreign language to English. Reviews these scientific and technical works and recommends which materials are to be translated. Incumbent is responsible for complete bibliographic search of a foreign language monograph or serial recommended by an SI scientist for translation. If necessary, obtains copyright release from foreign country involved, after which material is forwarded to the National Technical Information Service (NTIS) for contract translation purposes. Coordinates editing of draft translation from NTIS with SI scientists and curators. These materials cover all subjects encompassed by SIL collection.

Does reference searches in and responds to all foreign language requests to SIL for information concerning the availability of English translations of

If more space is required, use the other side and additional pages size 8 x 10½ oreign scientific works. May prepare bibliographies of translated foreign language material on a variety of subjects.

Is coordinator of SIL public relations and information acitivities including press releases, SIL newsletter coordinator, SIL hospitality such as coffees, volunteer recognition and awards recognition.

Assists SIL Director in organizing special events such as lectures and seminars.

Assists SIL Director in development of fund raising activities.

Serves as liason for SI Libraries with SI coordinators of special government campaigns such as Red Cross Blood Drives, Combined Federal Campaign, etc.

At the direction of the SIL Director, performs special public relations liason activities with other SI bureaus.

Under direction of SIL Director, exercises day-to-day supervision of Secretariat.

Performs other duties as required or assigned.

KNOWLEDGE REQUIRED

1. Reading knowledge of a minimum of two European languages and one Slavic language, preferably Russian.
2. Ability to use foreign bibliographies.

May, 1974

SPECIALIST CLASSIFICATION
THE RESEARCH LIBRARIES
THE NEW YORK PUBLIC LIBRARY

The "Specialist" series is hereby established to parallel the Librarian Series, beginning with Librarian I and conceivably extending through Librarian VI.

The Specialist classification shall be used when the work involved requires expertise not normally acquired in a graduate program for library science and where it is more practical for the Library to train in library functions than to teach the specialty. The areas of specialization will be determined by the form of materials or function performed, i.e. maps, prints, artifacts, photographs, archives, conservation, preservation and exhibitions. The title of the position shall identify the specialty: for example, Specialist II (Art and Artifacts) identifies a professional position to which is assigned responsibility for the care and maintenance of the collection of art and artifacts in the Schomburg Center for Research in Black Culture.

Requirements for the Specialist classification:

1. An accredited graduate degree in the specialty, or if no formalized academic graduate program in the area of specialization is offered, then a graduate degree in a related discipline or in library science, and

2. In addition to the graduate degree, in-depth knowledge of the specialty sufficient to identify the candidate as a "professional" in the field of specialization.

HARVARD UNIVERSITY LIBRARY
CAMBRIDGE, MASSACHUSETTS 02138

Editorial Officer, Office of the Director of the University Library
Position for editor of the two publications issued regularly by the Director's Office and for other *ad hoc* editorial projects. Duties: gathering news and preparing copy for the weekly *HUL Notes* and the bimonthly *Harvard Librarian* -- this involves reviewing library and Harvard news literature, consulting with various staff members in the University Library, occasionally soliciting and editing articles from staff members, writing most articles for the publications, proofreading, preparing layout for both publications, preparing camera copy for *HUL Notes*, and dealing with the Harvard University Printing Office in preparing camera copy for the *Harvard Librarian*; attendant duties are keeping mailing lists up to date, handling correspondence related to the publications, and the supervision of typing for the publications, indexing contents of the publications, and of weekly mailing and distribution of *HUL Notes*. As part of the Director's Office, the Editorial Officer reports directly to the Assistant University Librarian for Personnel and works in close contact with the Director and the Committee on Communications and Orientation as an *ex officio* member; this Committee serves as an editorial board for the two publications.

Qualifications: M.L.S. and/or several years of library experience essential; writing ability; interest in details of proofreading and copy preparation; typing skills; ability to deal with a variety of people; experience in the Harvard Library and familiarity with staff highly desirable.

Salary: commensurate with experience and qualifications.

Available: Immediately

Contact: Philip E. Leinbach, Assistant University Librarian
for Personnel
Harvard University Library
Cambridge, MA 02138

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

17 July 1978

UNIVERSITY OF BRITISH COLUMBIA LIBRARY

POSITION DESCRIPTION

LIBRARIAN'S

REVISED: February, 1981

WILSON RECORDINGS COLLECTION

POSITON NUMBER: 062

DIVISIONAL TITLE: Head of the Wilson Recordings Collection

SUMMARY OF RESPONSIBILITY

The Wilson Recordings Collection, located in the Sedgewick Undergraduate Library building, offers circulation services and in-library use of phonograph recordings to faculty, staff, students and off-campus borrowers. Although reference questions requiring extensive research are referred to the division specializing in the subject, quick reference questions, where possible, are answered within the division.

The Head is responsible for the organization, administration and operation of the Wilson Recordings Collection and for the development of its resources and holdings.

QUALIFICATIONS

A graduate degree in Library Science and an academic background in Music or equivalent experience are required. A comprehensive knowledge of Music in recorded form is required and familiarity with literature in recorded form is desirable.

RELATIONSHIPS

The Head of the Wilson Recordings Collection works under the general direction of, and is responsible to, the Assistant Librarian for Public Services. He works within the policies of the Assistant Librarian for Collections on purchases of library materials and collection building; the Assistant Librarian for Processing and Systems on matters of ordering and processing; the Assistant Librarian for Physical Planning and Development on new building quarters or renovations; the Assistant Librarian for Administrative Services in matters pertaining to personnel; the Associate Librarian in matters pertaining to finance.

The Head supervises the work of the divisional staff.

DUTIES

1. Services:

   a. Provides assistance in the use of the collection to all users.

   b. Organizes and supervises orientation within the division.

   c. Prepares brochures and guides to help in efficient use of the collection.

   d. With other divisional staff, assists users in operating the record playing equipment.

2. Administration

   a. Organization.

      i) Establishes routines for the orderly function of the division.

      ii) In cooperation with Systems, maintains catalogues of divisional materials.

   b. Personnel.

      i) In consultation with the Assistant Librarian for Administrative Services' office, interviews and selects new staff.

      ii) Participates in the training of new staff.

      iii) Evaluates staff and writes the reports required by the Assistant Librarian for Administrative Services.

      iv) Prepares and revises job descriptions of staff positions.

   c. Budget, Statistics, Reports.

      i) Prepares the annual budget submission for the Wilson Recordings Collection.

      ii) Supervises the ordering of supplies and equipment.

      iii) Compiles statistics of holdings, circulation, and in-library use of materials.

      iv) Prepares reports for the Library Administration on the operation of the division.

3. Holdings

   a. Prepares purchase orders for new acquisitions and replacement copies.

   b. Scans catalogues and lists of new releases, and reads reviews to assist in selection.

   c. Initiates cataloguing of newly acquired materials.

   d. Cooperates with cataloguers in catalogue maintenance and revision.

4. Policies

   a. Interprets and implements Library policies as applicable to the division, with guidance from the appropriate member of the Library administration.

   b. Formulates policies and develops programmes for services to be offered by the branch, in consultation with the Assistant Librarian for Public Services.

   c. Attends meetings which concern the division.

   d. Keeps staff informed of current policies and procedures, and developments concerning the division.

STANDARDS OF PERFORMANCE

Efficient and courteous service to users; effective development of the Collection; smooth and efficient operation of divisional routines; good public, interdivisional and staff relationships; familiarity with the Library's organization of services and its policies and procedures; awareness of developments in the field of recorded materials and their relationship to the curriculum.

TABLE 13: NUMBER AND AVERAGE SALARIES OF ARL UNIVERSITY LIBRARIANS, FISCAL YEAR 1982[1]

	POSITION	Number of Staff			Average Salaries		
		Total	Men	Women	Combined	Men	Women
1.	Director	84	71	13	$51,923	$52,438	$49,111
2.	Associate Director	119	73	46	38,351	39,296	36,851
3.	Assistant Director	220	113	107	33,357	34,758	31,878
4.	Medical/Law Head	89	54	35	40,728	42,872	37,420
5.	Branch Head	561	199	362	25,320	26,942	24,428
6.	Subject Specialist	981	420	561	23,167	23,753	22,728
7.	Functional Specialist	347	186	161	23,044	24,283	21,613
8.	Dept. Head: Reference	137	40	97	26,026	27,547	25,398
9.	Cataloging	136	36	100	26,256	26,641	26,118
10.	Acquisition	85	32	53	25,484	25,992	25,178
11.	Serials	75	18	57	23,680	23,842	23,629
12.	Doc./Maps	115	38	77	23,847	23,803	23,868
13.	Circulation	100	45	55	22,822	23,174	22,534
14.	Spec.Clltn.	103	67	36	27,481	29,598	23,542
15.	Other	665	282	383	24,777	26,080	23,818
16.	Other: Over 15 yrs. exper.	778	241	537	23,633	24,437	23,272
17.	10 - 15 yrs. exper.	679	173	506	21,278	22,060	21,011
18.	5 - 10 yrs. exper.	836	245	591	19,021	19,329	18,894
19.	Under 5 yrs. exper.	784	226	558	16,055	16,445	15,897
	TOTAL	6,894	2,559	4,335			

[1] Excludes Chicago

TABLE 14: NUMBER AND AVERAGE SALARIES OF ARL MINORITY UNIVERSITY LIBRARIANS, FISCAL YEAR 1982[1]

	POSITION	Number of Staff			Average Salaries		
		Total	Men	Women	Combined	Men	Women
1.	Director	5	4	1	$55,289	$ *	$ *
2.	Associate Director	6	4	2	44,505	*	*
3.	Assistant Director	12	5	7	33,555	34,427	32,933
4.	Medical/Law Head	6	5	1	41,408	*	*
5.	Branch Head	56	18	38	27,133	29,065	26,217
6.	Subject Specialist	132	60	72	23,868	24,327	23,486
7.	Functional Specialist	26	16	10	23,352	23,473	23,158
8.	Dept. Head: Reference	7	3	4	27,330	*	*
9.	Cataloging	14	5	9	26,335	26,004	26,518
10.	Acquisition	6	1	5	22,057	*	*
11.	Serials	5	0	5	21,300		21,300
12.	Doc./Maps	2	1	1	*	*	*
13.	Circulation	7	0	7	22,360		22,360
14.	Spec.Clltn.	0	0	0			
15.	Other	43	19	24	26,342	26,254	26,412
16.	Other: Over 15 yrs. exper.	92	29	63	22,754	24,168	22,103
17.	10 - 15 yrs. exper.	86	26	60	21,130	22,183	20,674
18.	5 - 10 yrs. exper.	63	16	47	19,489	19,997	19,316
19.	Under 5 yrs. exper.	64	15	49	16,161	16,499	16,057
	TOTAL	632	227	405			

[1] Excludes Chicago

* Salary information is not published when fewer than 4 individuals are involved.

TABLE 15: NUMBER AND AVERAGE SALARIES OF ARL UNIVERSITY LIBRARIANS BY TYPE OF INSTITUTION, FISCAL YEAR 1982

POSITION		ALL COMBINED (100)[1]		PUBLIC (59)		PRIVATE (30)[2]	
		No.	Average Salary	No.	Average Salary	No.	Average Salary
1.	Director	84	$51,923	55	$50,901	22	$55,385
2.	Associate Director	119	38,351	63	38,350	39	37,650
3.	Assistant Director	220	33,357	112	33,192	86	32,595
4.	Medical/Law Head	89	40,728	42	39,346	32	46,028
5.	Branch Head	561	25,320	331	24,729	189	25,676
6.	Subject Specialist	981	23,167	654	23,386	249	22,822
7.	Functional Specialist	347	23,044	182	22,890	131	22,773
8.	Dept. Head: Reference	137	26,026	68	25,924	55	25,038
9.	Cataloging	136	26,256	70	26,266	54	25,607
10.	Acquisition	85	25,484	44	26,593	35	23,224
11.	Serials	75	23,680	39	25,049	30	22,211
12.	Doc./Maps	115	23,847	73	24,100	27	21,757
13.	Circulation	100	22,822	55	22,849	34	21,529
14.	Spec.Clltn.	103	27,481	57	28,296	37	26,295
15.	Other	665	24,777	362	24,907	223	24,081
16.	Other: Over 15 yrs. exper.	778	23,633	462	23,772	240	22,608
17.	10 - 15 yrs. exper.	679	21,278	393	21,238	195	20,539
18.	5 - 10 yrs. exper.	836	19,021	452	18,839	296	18,723
19.	Under 5 yrs. exper.	784	16,055	436	15,879	275	15,847

[1] Includes 11 Canadian libraries not included in public/private columns. For average Canadian salaries (expressed in U.S. dollars), refer to Table 17.

[2] Excludes Chicago

( ) Number of ARL libraries included

TABLE 16: NUMBER AND AVERAGE SALARIES OF ARL UNIVERSITY LIBRARIANS BY SIZE OF PROFESSIONAL STAFF, FISCAL YEAR 1982

POSITION	Staff Over 125 (9)		Staff 75-125 (23)		Staff 50-74 (35)[1]		Staff 1-49 (33)	
	No.	Salary	No.	Salary	No.	Salary	No.	Salary
1. Director	5	$59,800	18	$57,754	31	$50,144	30	$48,951
2. Associate Director	16	43,831	40	41,091	37	36,433	26	33,491
3. Assistant Director	20	38,166	64	35,555	81	30,981	55	32,550
4. Medical/Law Head	15	47,784	30	41,900	31	39,151	13	33,640
5. Branch Head	139	27,871	205	24,733	143	24,243	74	24,236
6. Subject Specialist	285	26,284	288	22,533	265	20,948	143	22,343
7. Functional Specialist	53	25,405	112	23,711	111	21,112	71	23,251
8. Dept. Head: Reference	22	26,954	42	26,523	44	25,049	29	26,082
9. Cataloging	23	28,302	40	26,416	40	25,061	33	26,086
10. Acquisition	15	26,808	22	25,897	28	24,269	20	25,740
11. Serials	9	27,326	20	23,551	25	22,809	21	23,278
12. Doc./Maps	14	28,811	30	23,147	36	23,314	35	23,008
13. Circulation	8	24,861	30	23,552	34	22,014	28	22,439
14. Spec.Clltn.	13	30,866	26	28,121	37	26,556	27	26,504
15. Other	114	26,822	234	25,563	197	23,437	120	23,503
16. Other: Over 15 yrs. exper.	178	25,435	233	23,625	230	23,197	137	22,035
17. 10 - 15 yrs. exper.	132	21,510	207	21,641	207	20,998	133	20,921
18. 5 - 10 yrs. exper.	160	19,287	273	19,586	262	18,456	141	18,679
19. Under 5 yrs. exper.	164	16,022	238	16,787	220	15,667	162	15,539

[1] Excludes Chicago
( ) Number of ARL libraries included

TABLE 17: AVERAGE SALARIES OF ARL UNIVERSITY LIBRARIANS BY REGION, FISCAL YEAR 1982

POSITION	NORTHEAST		NORTH CENTRAL		SOUTH			WEST		CANADA
	New England (8)	Middle Atlantic (14)	East N.Central (14)[1]	West N.Central (7)	South Atlantic (14)	East S.Central (4)	West S.Central (8)	Mountain (7)	Pacific (13)	(11)
1. Director	$ 51,322	$ 55,700	$ 53,821	$ 52,571	$ 50,079	$ 45,833	$ 48,443	$ 52,145	$ 54,001	$ 49,074
2. Associate Director	37,685	40,871	39,288	35,927	38,438	30,976	29,891	35,493	44,185	39,962
3. Assistant Director	33,264	33,674	34,332	32,928	29,911	25,709	32,803	32,046	37,560	37,177
4. Medical/Law Head	43,496	46,254	41,073	38,470	44,057	37,341	28,500	41,551	42,684	33,289
5. Branch Head	27,103	25,472	24,540	20,607	23,269	21,891	20,733	23,217	28,375	28,451
6. Subject Specialist	23,381	22,107	22,198	22,149	19,756	18,751	19,601	22,521	27,995	22,433
7. ~~Functional Specialist~~	~~22,625~~	~~23,707~~	~~21,583~~	~~23,682~~	~~20,977~~	~~18,611~~	~~21,978~~	~~22,875~~	~~26,957~~	~~24,917~~
8. Dept. Head: Reference	25,890	25,382	22,082	24,080	25,803	23,883	26,318	23,677	30,332	30,401
9. Cataloging	26,628	24,782	25,584	23,432	25,445	20,229	25,900	26,690	31,051	29,125
10. Acquisition	24,708	22,485	25,816	24,166	23,812	21,340	25,943	25,380	31,910	30,542
11. Serials	22,353	22,050	23,794	22,779	24,508	24,068	21,660	24,250	29,231	22,133
12. Doc./Maps	25,789	21,637	22,461	21,405	21,088	17,001	23,670	23,083	30,142	26,378
13. Circulation	21,745	21,571	22,079	22,350	21,457	19,083	23,327	22,954	27,036	26,684
14. Spec.Clltn.	32,206	26,525	24,299	25,916	28,484	24,659	23,557	26,826	31,836	27,196
15. Other	24,535	24,301	24,883	22,290	24,227	20,867	23,660	22,179	28,143	26,130
16. Other: Over 15 yrs. exper.	22,051	23,150	22,214	21,314	21,386	19,551	22,104	22,865	28,244	26,020
17. 10 - 15 yrs. exper.	20,635	20,803	19,935	20,555	20,041	17,370	21,029	20,888	24,266	23,038
18. 5 - 10 yrs. exper.	18,877	18,528	18,008	18,075	18,406	16,352	19,861	18,919	20,914	20,963
19. Under 5 yrs. exper.	16,197	15,656	15,569	14,900	15,799	14,525	15,568	16,434	18,858	17,888

[1] Excludes Chicago

( ) Number of ARL libraries included